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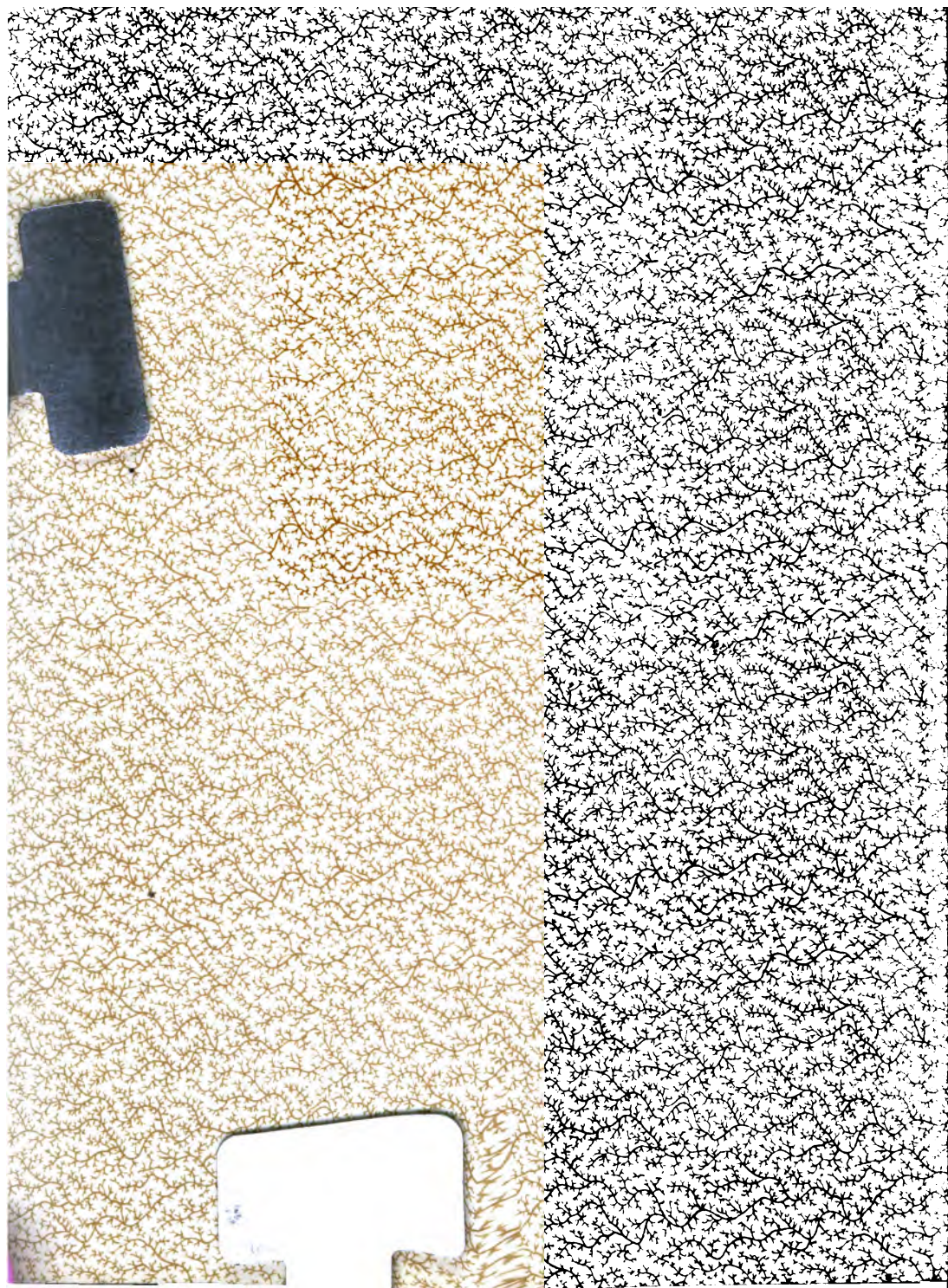
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NATIONAL ASSOCIATION
OF LIFE UNDERWRITERS
SIXTEENTH ANNUAL CONVENTION
HARTFORD, CONN. SEPT. 19, 20 AND 21, 1905



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PROCEEDINGS

OF THE

SIXTEENTH ANNUAL CONVENTION

OF THE

National Association of Life Underwriters

UNITY HALL, HARTFORD, CONN.

SEPTEMBER 19, 20 AND 21, 1905.

BOSTON, MASS.:

THE STANDARD PRINTING CO.

1905.



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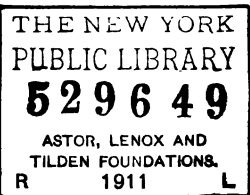
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NATIONAL ASSOCIATION OF LIFE UNDERWRITERS.

The sixteenth annual meeting of the National Association of Life Underwriters, held in Hartford, Conn., Sept. 19, 20 and 21, was generally conceded to be the best ever held in the history of the association, the attendance being the largest ever recorded. President Dolph's address gave most interesting information relative to the work of the year and the present standing of the association, giving the membership as 2,032. Since the last convention, he stated, every one of the thirty-one local associations had renewed its membership in the National body; four associations were reinstated and ten new ones added, making a total membership now of forty-five associations, or a net gain for the year of fourteen.

Besides President Dolph's strenuous work for the association movement, Secretary Clark, Chairman Plummer of the executive committee and the other officers did valiant service, the report of Chairman Plummer calling forth special praise from the delegates on the floor of the convention. The selection of Hartford proved to have been most fortunate, officers of the local companies showing their interest in the National Association by their presence at the various sessions.

The papers presented were of high order, and the five minute discussions, as usual, formed a most interesting feature of the convention. That this part of the program was so successfully carried out was mainly due to the efforts of the chairman of the committee on topics, Mr. S. F. Woodman, who made all his arrangements in advance of the convention for able speakers to lead the discussions. Taken as whole, the National Association was never in better shape or the local bodies more enthusiastic as to the great benefits of the association movement to life underwriters generally.

The choice of the convention of a president for the ensuing year brought to that office one of the leading lights in the business, Mr. Charles W. Scovel, who, by his tact, ready wit and intelligence has won for himself the admiration and regard of the members, who feel that he is specially fitted to carry on the good work.

FIRST DAY'S PROCEEDINGS.

MORNING SESSION.

The sixteenth annual convention of the National Association of Life Underwriters was called to order by President John Dolph on Tuesday, Sept. 19, at 9:55 a. m., in Unity Hall, Hartford, Conn.

President Dolph—We will now open the sixteenth annual convention of the National Association of Life Underwriters with prayer. The convention will please rise. The Rev. Rockwell Harmon Potter will lead us in our devotions.

The convention then arose while Dr. Potter delivered the following invocation:

Almighty God our Heavenly Father, in whose hands are all the concerns of men; who watchest over all their doings and seekest to guide them in righteousness unto those ends which Thou hast appointed. Undertaking any business, we lift our hearts unto Thee in prayer that Thou wouldst guide our hands and make clean our thoughts and give unto us right motives and ambitions, that all we say and all we do may be in accord with Thy purposes and may transgress none of Thy laws, but may be worthy to be sealed with Thine approval. We beseech Thee that Thou wilt guide and direct our nation; that Thou wilt bless the President of the United States and



all those who hold authority over us. Give unto all our rulers, we beseech Thee, the spirit of righteousness; and unto all the people a spirit of obedience to the law and a desire to do Thy will. Grant, we beseech Thee, that the great concerns of the nation may be administered in wisdom and in honor. Let those who are our wisest and best men be always foremost among us to direct our work and our way, that so among us Thy Kingdom may be established, and Thy name shall have all glory. Hear our prayer and let Thy blessing direct us to Jesus Christ the Master of us all. Amen.

President Dolph—My friends, you are to be congratulated this morning on the fact that we have with us the highest official of this great state, who I am sure will make us all feel at home, notwithstanding the state manufactures a very large percentage of the ammunition as well as most of the needles and pins that are made in this country. I am sure I can safely say on your behalf that we are highly honored by the presence of Governor Henry Roberts of the state of Connecticut whom I now have the pleasure of introducing. [Applause.]

Governor Roberts—Mr. President, Ladies and Gentlemen of the Convention: It is an agreeable privilege to welcome the members of this association of underwriters to the commonwealth,



where, I assure you, you will receive a most cordial reception. Among other interests on which Connecticut prides herself, none is more held in esteem than the business you represent. We live, especially in this city of Hartford, in an insurance atmosphere, and our companies located here are evidence of the large interests involved and the investment made in these undertakings. Singularly enough the first company in Connecticut, or rather co-partnership,

located at Hartford, dealt principally in marine insurance, and if you are at all acquainted with our port, which is described in old geographies as "the head of sloop navigation on the Connecticut River," you will be inclined to be amused at the statement that the early beginning of the business of insurance in our state was that of marine insurance, for we have as a commonwealth only a limited water frontage and our ports are few in number. But there was, however, at that time, a considerable import trade done with Hartford from the West Indies, and that form of insurance was the first to attract the attention of our merchants. Marine insurance has for the most part disappeared in Connecticut, and as the outcome of this early venture there were established soon after our great fire, the Hartford and the Ætna insurance companies, in 1810 and 1819

respectively, and in 1846 our first life insurance company—the Connecticut Mutual.

In both classes of insurance since that day these and other companies have gained rapid headway and now stand, with our *Ætna Life*, *Phoenix Mutual* and the *Travelers* and others, as among the stable companies of the United States. And we are all justly proud of their record in Connecticut, and in view of this past I judge as a state we ought to be well informed on insurance matters. And so I think, in your meeting with our citizens, whose hospitality you will share, you will find a general interest in and good knowledge of insurance details.

I bid you welcome, gentlemen, to a state whose record is replete with lofty incentive and deeds—the patriotism and loyalty of whose citizens has always been in evidence in any crucial period of our nation's history, her inhabitants industrious and frugal, to a state where the incentive genius of her people has made the commonwealth a veritable hive of industry and by this genius and enterprise she has given to the world some of the most valuable productions of the age, where learning and religion, going hand in hand, have always been prominent characteristics of her people, so that within the state's borders are a leading university and schools and colleges of wider than state fame, within whose walls are gathered students from every clime and from which are graduated men and women who have and are playing distinguished and prominent parts in life's role—and whom you as citizens of the several states of our Union represented here, can claim many. I bid you welcome to a state that, in the two hundred or more years of her existence, has been advancing in all ways along the best lines and which today, by virtue of her history is holding a position of high respect and honor among her sister states.

The gates of the city and the avenues of the state are open to you and we invite you during your session to enjoy our hospitality to the fullest and freest extent. You will see much, I am sure, in your travel over our state and in your visit to this city which will interest you. Our capitol building is an object of much attention by the visitor, where are housed many objects of interest in our state history, including a reminder of the

first written constitution, which has been taken as a model for similar documents of various states and also adopted as the framework of our national constitution.

The story and location of the Charter Oak will attract you and you will be told of the numerous articles made from the wood of this tree and we shall not dispute with you if you insist that this number is abnormally large as the product of one oak. The "wooden nutmeg" incident has ceased to be attractive. I warn you not to make mention of the "Nutmeg State." We desire to be and are only heralded as the "Constitution State." We disclaim the truth of the story of the wooden nutmeg. [Laughter.]

The citizens of the state, and particularly the residents of this city will follow the proceedings of this convention with keen interest, and they will profit by your discussion of various subjects which your program indicates. I need not remind you that just at this time some untoward occurrences and conditions of the business you represent have caused uneasiness and distrust, but you will, I am positive, aim to do something in this convention to allay any unrest, and will seek to offer remedies that will inspire confidence and courage. It seems to me that no better opportunity can be afforded or grasped than this meeting to attempt to set to rights anything that may be wrong in the methods of conducting the life insurance business.

By some it is claimed that the cost of maintaining our companies is greater in America than in foreign countries, that there is too strenuous a desire for bigness at the expense of conservatism, and that immense rivalry has led to the adoption of methods that will not stand, and what policyholders desire to be assured of today is that you are proceeding along safe lines, that you are acting solely for the benefit of the insured, and that the investment of the assured is bringing its full and just return, and that none of it is wasted in extravagance, doubtful ventures or unsound predictions. If harmonious action can be taken by your honorable body to reach a better understanding among yourselves and to reassure those whose interests you have in charge, this would be considered a most desirable attainment.

You hold in your keeping a sacred trust for many persons who have, by your persuasion and influence,

placed the better part of their frugal savings in your hands—and this confidence you will not knowingly abuse. As a business man I have the greatest admiration for the versatility, ability and genius which have always made you so successful as individuals in business life and which has been one of the moving causes which have made the magnificent and successful corporations you here represent what they are in stability and magnitude in this country. Nothing but the best talent, foresight and acumen could have made the life insurance business what it is today, in its benefits to mankind, and for this a grateful nation should ever hold you in respect and honor.

Permit me to wish you, for the people of this commonwealth, a most successful and profitable meeting and to indulge the hope that you may all agree at its close that Connecticut has given you a hearty welcome, and that you will as a convention soon honor her again by your presence. [Applause.]

President Dolph—Ladies and gentlemen, the Hartford papers know something of the condition of mind of the average Hartfordians, and it seems to me when we have with us the principal magistrate of this great city, whose citizens rejoice so much in his return from a trip abroad, there is reason why we as visitors should also rejoice. I am under the impression that he returned particularly because he wanted to be with us, and on that account I take much pleasure in introducing Honorable William F. Henney, mayor of Hartford.

Mayor Henney—Mr. President and Ladies and Gentlemen: It is a pleasure to welcome to Hartford the National Life Underwriters' Association—an association whose work has to do with those interests and obligations which men hold most sacred. It is a sad fact, but an interesting one, and far-reaching in its consequences, that comparatively few men, however earnest and capable, are able to accumulate a competence in a lifetime. To every thinking man this fact is the occasion of profound anxiety—anxiety for the welfare of those near and dear to him, when the stout heart that loves, and the clear head that plans, and the strong arm that shelters and supports, shall be no longer here to endeavor and accomplish in grateful labors of sacrifice and service. To meet this great human need of providing for the loved

and dependent the science of life insurance has been developed. This universal necessity is the excuse for the existence of the great organization which you have the



honor to represent. The true policy contract is never tainted by any element of gambling. The science of life insurance, stripped of technical phraseology, may be defused to be the science of experience. It aims to give to the beneficiaries of the insured that amount at the maturity of the contract which it calls for, and to secure, beyond peradventure, such payment by means of premiums carefully calculated to that end, and to give to the policyholder, who, through misfortune or otherwise becomes un-

able to continue his payments, that amount in paid-up insurance, which his payments, already made, have earned. The crying need of the age is simplicity. The drama of modern life would be immensely uplifted by a return to the old things—to simple living, simple manners, simple laws, and, above all things else, simple honesty. The business man of earlier times had his failings, to be sure, but they were overshadowed by commanding virtues. His manners may have been lacking in elegance, but they had the merit of directness; his head may have sometimes been thick, but his hands and heart were clean.

It is a startling commentary on this industrial age of ours that the man who discharges the duties of a public office according to the ordinary principles of common honesty is lauded as a hero and admired as a moral agent. I say, that the vast funds, held in trust by the life insurance companies the world over have been managed with conspicuous ability and integrity. That this has been the rule almost without exception, is shown by the surprise and shock when the contrary occurs.

No one knows so well as the insurance agent the inestimable value of honest and competent management in the home office of the company he represents. It is his best advertisement of a simple, straightforward, unequivocal contract. The insurance agent acts in a dual ca-

capacity—he is called upon to represent the insurer and the insured. I have often wished that a book might be written by a competent and thoughtful agent, setting forth the principles and practice of life insurance from his standpoint. It would do much to popularize life insurance.

If courts of last resort differ as to the true intent and meaning of a life policy, how can the uninitiated layman be expected to comprehend it? Surely no one can be more competent than the experienced agent, to place before the public, in plain and untechnical language, the nature and conditions of a life insurance contract, its advantages, its safety and its thrift.

I cannot help thinking as I look over this great and representative gathering how true it is that the science of life insurance, like all good things, is the result of growth. In this home city of insurance the struggles and trials of the pioneers in the business are known and remembered. It seems now hardly possible, but it is a fact of history, that right here in this city from one of its pulpits the proposition to take out a life insurance policy was anathematized and declared to be a flying in the face of Providence. The author of that proposition was denounced as irreligious and scandalous.

I stood a few days ago in the Tower of London at the Traitor's Gate. And as I reflected how many of earth's best and noblest had passed under that frowning arch and up those footworn stairs to an ignominious doom, it occurred to me that this world of ours has a very strange way of rewarding its benefactors. The pioneers in life insurance had a very hard time of it. In the language of Scripture they were "destitute, afflicted, tormented." And you gentlemen, and the great organizations you represent, are now enjoying to the full the fruits of their courage, their wisdom, and their fortitude. You do well to associate yourselves together in such a great society as this and to meet from time to time to compare notes and to take counsel together as to the best means of elevating and developing the great science you profess. Shakespeare has well said: "Home-keeping youth have ever homely wits." It does a man good in any profession to step abroad into the world of his fellow men. These experiences are indispensable in such a busy and progressive age as ours.

We feel highly honored in your selection of Hartford for your meeting place and I beg to assure you that in no city of the world can insurance interests find a more congenial atmosphere or a more cordial welcome. I need not tell insurance men of Hartford; you are all familiar with the history of its great insurance companies, and in that history is written much of the best achievement of the city. On an earlier occasion it was said that Hartford always welcomes good things within her borders and—insures most of them. I am not at all certain that we shall succeed in insuring many of you, but I do know that you are one and all most heartily welcome here. We are proud of the fact that you have chosen Hartford for this meeting, proud of the great companies you represent, and proud of the splendid protection they have afforded to the vast human interests committed to their charge. We welcome you therefore in all cordiality and sincerity to our hospitalities and homes, and trust that this meeting will result in great good to the interests represented and to each and every one of you personally. May your visit here be a happy one and may you carry with you at its close, the most kindly and cordial memories of Hartford. And I beg you particularly to remember that during your stay here the representatives of the city are at your service for every assistance that courtesy and hospitality can suggest. I bid you most cordially welcome to Hartford. [Applause.]

President Dolph—Ladies and Gentlemen: All the delegates who were present in Indianapolis will recall the very cordial invitation we received there to hold our next meeting in this city. It seems to me that it would have been quite proper to have had the gentleman who extended that invitation on the platform at this time, but it has been arranged that the president of the association shall make an address of welcome, and I want to say to you who have not met him I trust you will make yourselves acquainted with him, because he is a good fellow. I have great pleasure in introducing Mr. L. C. Slayton, president of the Connecticut Life Underwriters' Association. [Applause.]

Mr. Slayton—Mr. President, Delegates and Others: The Connecticut Life Underwriters' Association is sen-

sible of the high honor conferred upon it by the selection of Hartford as the scene of this convention, and as president of this association it is a pleasant duty to come



here this morning and in their name extend to you a hearty welcome. We are glad you are here, for we feel a reasonable pride in this little state and this beautiful city so widely known as an insurance center. We are grateful for an opportunity of bringing you into closer acquaintance with us. But above this reason, which appeals very strongly to our pride, we are glad you are here, because of the benefits that will accrue to us as individuals, and in a broader measure as an association. The

enthusiasm which the promise of your coming has brought forth, is in my mind an indication of the greater enthusiasm and strength of purpose which your actual presence and the work you will accomplish in this convention will inspire in us as association members, with the result that we shall go forward from this day to answer those doubting Thomases who stand aloof asking "Why should I join your association? What good are you doing?" in a manner they cannot fail to understand—the lasting benefits of this association and the work it is endeavoring to do. Gentlemen, it is an easy matter to tell you we are glad to see you here and to give you many excellent reasons why we should be, but you will find the evidence of the sincerity of my word in the efforts we have made for your comfort and happiness while here. We are glad you came, and we hope when you leave it will be with pleasant memories of Hartford and Connecticut. [Applause.]

Hon. Joseph A. Goulden—After listening to the very able and instructive addresses delivered by his Excellency the Governor and his Honor the Mayor it does seem to me that we ought to show our appreciation by a rising vote of thanks to those distinguished officials. I would therefore move you that this convention show by rising its high appreciation of the kind and able ad-

dresses delivered here this morning as well as for the cheerful words of welcome, and extend to the Governor and the Mayor a hearty vote of thanks for their presence as well as for their encouragement at the opening of this sixteenth annual convention.

The motion was carried by a rising vote.

Mr. J. W. Iredell, Jr., Cincinnati, O.—I hope you will include the president of the local association in that motion.

President Dolph—We will include it, in the absence of any objection. Ladies and Gentlemen: We had hoped to have had with us this morning all the presidents of the local companies. They may come in later. We have with us at this time the president of the Phoenix Mutual, Mr. John M. Holcombe, whom I am very happy to introduce to you. [Applause.]

Mr. Holcombe—Mr. President, Ladies and Gentlemen: It is not expected of me that I should take your time this morning in either attempting to instruct or amuse you,



but simply to have the opportunity, of which I am very glad, to meet you collectively and to let you know in a word how glad I am that you have come to Hartford. It seems to me that it was a particularly fortunate selection of a place for your meeting. We people in here, in what they call the country in the bigger cities, have been charged many times with being slow and old fashioned and reluctant to accept new and improved methods. Let me hope if we are guilty of a fault of that kind, your

presence here may help to open our eyes and give us some of that broadness which possibly we may have lacked in the years gone by. And let me also hope that if conservatism and old fashioned methods are not altogether out of date we may perhaps give you some thoughts while you are here that may guide you in your future actions.

I believe in your associations. It seems to me they have been of great benefit to the business. But you

have never come together in any annual convention at a time when it was possible for you to accomplish so much good as it is today. There has never been a time when the public attention has been so much drawn to the subject of life insurance; to its methods; to the character of the men who are engaged in it; and you, if you will, can do much towards shaping public opinion and toward eradicating those faults, which we must admit have crept into the business in the past. And it will be for you to help those of us who are in the home offices to make our business in which we are all interested—our interests in the home office of the company don't differ in the least from yours—it is for you to help us make this business of ours what it ought to be—the best business in the world. [Applause.]

President Dolph—We also have with us the president of the Connecticut General, Mr. Robert W. Huntington.

Mr. Huntington—Gentlemen: I am here through the courteous invitation of your president, to say a word of welcome on my own behalf and on behalf of the company



I have the honor to serve. We are glad to have the members of this convention assemble in this city to give definite form to the aims and purposes of your association for another year. This association I take it banishes company; that is to say, I mean when you enter a meeting of the association you leave company behind, and become simply a life insurance man co-operating with his neighbors for the good of the cause. [Applause.]

It is right that it should be so.

We hear a great deal in these days about "co-operation, not competition, being the life of trade." As you all know, competition, at least in our business, is far from obsolete, and it sometimes occurs to me that those who talk most about co-operation mean concentration. It seems to me that we are passing to an era of concentration, and that we are destined ultimately to emerge upon a broad plain where co-operation and honest competition can exist side by side.

I believe this association is doing all in its power to hasten this much to be desired state, and I am therefore proud to be allowed to say to you, welcome to this city, and to have had this opportunity of meeting you and saying a word to you this morning. Gentlemen, I thank you. [Applause.]

President Dolph—The next business of the convention is the roll call. In connection with this part of our program it has been decided to change the method somewhat, for the reason that much time has been given up to this feature of our work which it seems to us could be used to better advantage. We have therefore arranged to pass cards to delegates, on which we shall ask them to write their names, the names of their associations, stating whether they are delegates or not, and their local addresses. These cards will be afterwards collected by pages who will pass through the aisles and get them.

Mr. Louis L. Hopkins, Boston, Mass.—Pardon me. There will be quite a number of new delegates or alternates who will arrive a little later in the morning or afternoon.

Mr. Ernest J. Clark, secretary—We will pass the cards again this afternoon for those who have not arrived.

President Dolph—There will be no objection to the chairman of the delegation assuming a little responsibility in this matter and seeing that the names of the delegates who arrive later are handed in. The next business is the reading of the minutes.

Mr. W. G. Carroll, Philadelphia—I move that that be dispensed with.

The motion was carried.

Secretary Clark—Mr. President, I wish to make one correction in reference to the Philadelphia Association. There is a typographical error in the name of a company which our friend Mr. Carroll represents. I regret exceedingly that it occurred, but it is almost impossible to compile a directory of this character without having one error in it. Mr. Carroll represents the Connecticut General, and not the Provident Life & Trust.

Mr. William Scott, Philadelphia—On behalf of the Provident Life & Trust I want to say that we should be very glad to welcome Mr. Carroll into our ranks. [Laughter.]

Mr. W. M. Wood, Pittsburg—Inasmuch as we have the time to spare why not call the roll? It is pleasant to know who is here.

President Dolph—It is thought better to omit it, Mr. Wood.

A Delegate from New York—I move that we have the roll call and hear a verbal response from the delegates. I for one would like to know who is here.

President Dolph—Gentlemen, we will hear the roll call as requested if there be no objection.

Mr. Henry W. Littlefield, Philadelphia—Before the roll is called I ask that each member arise from his place so that we may see him.

The roll was then called by the secretary, each member arising as he responded. Those present are indicated by a star.

OFFICERS OF THE NATIONAL ASSOCIATION, 1904-1905.



President.

*John Dolph, Cincinnati, O.

Vice-Presidents.

*Percy V. Baldwin, Boston, Mass.; *William Van Sickle, Detroit, Mich.; C. C. Courtney, Kansas City, Mo.

Secretary.

*Ernest Judson Clark, Baltimore, Md.

Treasurer.

*Eli D. Weeks, Litchfield, Conn.

Executive Committee.

Chairman—*Everett H. Plummer, Philadelphia, Pa.

Secretary—*Ernest Judson Clark, Baltimore, Md.

Expire in 1905—L. B. Hall, Grand Rapids, Mich.; J. J. Mooney, Toledo, O.; *James A. Wellman, Manchester, N. H.; L. D. Wilkes, St. Paul, Minn.; Theron F. Giddings, Detroit, Mich.; *J. R. Nutting, Atlanta, Ga.; Cyrus Kirk, Des Moines, Ia.; F. L. Chesney, Kansas City, Mo.; James C. Biggert, Pittsburg, Pa.; Charles E. Ady, Omaha, Neb.; *George L. Root, Peoria, Ill.; J. S. Kendrick, St. Louis, Mo.; W. R. Noble, Louisville, Ky.; *C. W. Orr, Ft. Wayne, Ind.

Expire in 1906—*William G. Carroll, Philadelphia, Pa.; *George A. Brinkerhoff, New York City; Dr. S. L. Fuller, Chicago, Ill.; *J. W. Iredell, Jr., Cincinnati, O.; *E. C. Ritchie, Indianapolis, Ind.; Frank Woolley, Wilmington, Del.; *George H. Olmsted, Cleveland, O.;

*Stephen F. Woodman, Boston, Mass.; John F. Brown, Erie, Pa.; William V. Holley, Los Angeles, Cal.; William Goldman, Portland, Ore.

Expire in 1907—*M. H. Goodrich, Baltimore, Md.; J. Perley Kilgore, Worcester, Mass.; *Charles L. Whitfield, Newark, N. J.; *E. O. Sutton, Springfield, Mass.; B. H. Timberlake, Minneapolis, Minn.; W. J. Robinson, Buffalo, N. Y.; *J. W. Fitzpatrick, Portland, Me.; George A. Cantline, Newburg, N. Y.; *A. J. Birdseye, Hartford, Conn.; W. T. Nuttall, Dayton, O.; *J. D. Boushall, Raleigh, N. C.; *F. E. McMullen, Rochester, N. Y.; *Pancoast Kidder, Syracuse, N. Y.; Henry Abels, Springfield, Ill.; *Walker B. Freeman, Richmond, Va.; George A. Riviere, Mobile, Ala.

Ex-Presidents.

†George N. Carpenter, Boston, Mass.; †C. E. Tillinghast, New York City; †Charles H. Ferguson, Chicago, Ill.; †Ben S. Calef, Boston, Mass.; †David S. Hendrick, Washington, D. C.; Charles H. Raymond, New York City; *Everett H. Plummer, Philadelphia, Pa.; Thomas H. Bowles, Detroit, Mich.; *Richard E. Cochran, New York City; *James L. Johnson, Springfield, Mass.; *I. Layton Register, Philadelphia, Pa.; *William D. Wyman, Chicago, Ill.; *Philip H. Farley, New York City; Hubert H. Ward, Cleveland, O.

Honorary Member.

†Chauncey Monroe Ransom.

† Deceased.

DELEGATES AND ALTERNATES.

BALTIMORE LIFE UNDERWRITERS' ASSOCIATION.

Delegates.

*W. W. McIntire, United States.
*M. S. Brennan, Mutual, Md.
*E. L. Gernand, State Mutual.
*E. W. Helsee, Aetna.
*J. K. Voshell, Metropolitan.
George M. Kimberly, Phoenix Mut.

Alternates.

William R. Moore, Travelers.
F. J. Johnson, Prudential.
G. R. Walter, Prudential.
*C. T. Thurman, Mutual Benefit.
F. A. Savage, New England Mut.
F. S. Biggs, Massachusetts Mutual.

BOSTON LIFE UNDERWRITERS' ASSOCIATION.

*Percy V. Baldwin, Travelers.
*C. S. Burke, Connecticut General.
James F. Chase, United States.
*A. H. Curtis, N. E. Mutual.
J. S. Cranston, Prudential.
*Leon F. Foss, Berkshire.
*Harry N. Haven, Phoenix Mutual.
*Louis L. Hopkins, Mutual, N. Y.
Ed. Marsh, John Hancock Mut.
*Corwin McDowell, New York.
C. E. Townsend, Equitable.
*W. H. Whitney, Union Central.
*S. F. Woodman, Travelers.
*George E. Elliott, Aetna.

E. S. Barker, State Mutual.
Robert C. Bridgham, Union Mutual.
Alex. S. Browne, New York.
*W. A. Buckley, Provident Savings.
W. H. Dyer, Berkshire.
C. H. Flood, N. E. Mutual.
C. W. Gammons, National, Vt.
C. D. Hammer, Provident L. & T.
*S. C. Johnson, Columbian Nat.
R. L. Pond, Union Central.
F. C. Sanborn, Mass. Mutual.
George B. Sherman, Home.
E. E. Silver, Equitable.
J. G. White, Travelers.
*Franklin W. Ganse, Columbian Nat.

CINCINNATI LIFE UNDERWRITERS' ASSOCIATION.

Delegates.

*Collin Ford, Aetna.
 *J. W. Iredell, Jr., Penn Mutual.
 *William B. Jones, State Mutual.
 Charles E. Logan, Conn. Mutual.
 Jno. A. Ringold, Berkshire.
 William D. Yerger, Provident L. & T.

Alternates.

J. H. Byerly, Fidelity Mutual.
 W. A. R. Bruehl, Home.
 George C. Dieterly, Prudential.
 Thomas L. Dix, Travelers.
 E. W. Jewell, Union Central.
 George C. Whitelock, Prudential.

CLEVELAND ASSOCIATION OF LIFE UNDERWRITERS.

*O. W. Carpenter, Union Central.
 *E. M. France, State Mutual.
 A. J. Frith, Travelers.
 Herman Fellingner, Security Mutual.
 *Lewis Hall, Mutual Benefit.
 A. K. Hannan, Berkshire.
 J. J. Jackson, Aetna.
 *F. A. Kendall, Penn Mutual.
 O. N. Olmsted, National, Vt.
 *G. H. Olmsted, National, Vt.
 H. C. Quigley, Security T. & L.
 J. W. Pickard, Jr., Mutual Benefit.
 *H. B. Burrows, Jr., State Mutual.

E. M. Comstock, Aetna.
 F. J. Deericks, Aetna.
 W. A. Davis, John Hancock Mut.
 *J. J. Devney, College of Ins.
 G. M. Fox, Phoenix Mutual.
 A. D. Hillyar, Provident L. & T.
 Nathan Kendall, Penn Mutual.
 W. C. Rhodes, N. E. Mutual.
 E. H. Smith Prudential.
 E. W. Snyder, Mass. Mutual.
 R. Steinke, Metropolitan.
 C. E. Thompson, N. E. Mutual.
 W. G. Warner, Pacific Mutual.

CONNECTICUT LIFE UNDERWRITERS' ASSOCIATION.

*Eli D. Weeks, Phoenix Mutual.
 *L. C. Slayton, Penn Mutual.
 *Geo. W. Van Fleet, Equitable.
 *A. T. Richards, Conn. Mutual.
 *Geo. W. Staples, New York.
 *A. J. Birdseye, Mutual Benefit.
 *Thos. W. Russell, Conn. General.
 *Rodney Kellogg, Washington.
 *A. E. Howard, Travelers.
 *F. A. Griswold, N'hwestern Mut.
 *W. Miller Scott, Provident L. & T.

*F. W. Hodge, State Mutual.
 *E. S. Gordy, Fidelity Mutual.
 *William Tolman, Berkshire.
 *John M. Adams, Metropolitan.
 *F. Willson Rogers, Mass. Mutual.
 *Frank G. Burnham, State Mutual.
 *M. C. Hillery, Mutual, N. Y.
 *J. C. Gorton, Conn. General.
 *Harry H. Miller, Phoenix Mutual.
 *C. B. Pitblade, Phoenix Mutual.

DAYTON (O.) ASSOCIATION OF LIFE UNDERWRITERS.

H. D. Keefer, Metropolitan.
 J. L. Kennett, West & Southern,
 W. O. Cord, Michigan Mutual.
 William T. Nuttal, Prudential.
 Victor P. Van Horne, Mutual, N. Y.

William R. Sullivan, Travelers.
 F. M. Thomas, Equitable.
 R. R. Knowles, Equitable.
 Frank I. Brown, Franklin,
 Milner Brien, New York.

DELAWARE ASSOCIATION OF LIFE UNDERWRITERS.

Frank Woolley, Washington.
 M. Luck, Metropolitan.
 G. T. Sibley, Equitable.
 L. B. Morrow, Travelers.
 George Deekyne, New York.

Philip Burnett, National, Vt.
 George Wink, Prudential.
 William Knox, Penn Mutual.
 F. G. Rutly, Mutual Benefit.
 Frank Sheppard, Provident L. & T.

ERIE ASSOCIATION OF LIFE UNDERWRITERS.

Delegates.

C. D. W. Brown, Northwestern.
Isador Sobel, Canada.
C. H. Baumbach, Prudential.
James R. Cullen, Mutual, N. Y.
John F. Browne, Penn Mutual.

Alternates.

William M. Nast, Aetna.
E. J. Crowell, New York.
W. K. Dickey, Mutual, N. Y.
R. H. Howell, Mutual Benefit.
D. D. Reed, Bankers, N. Y.

GEORGIA ASSOCIATION OF LIFE INSURERS.

*O. F. Shedden, Mutual, N. Y.
J. M. Skinner, Prudential.
R. L. Foreman, Equitable.
T. B. Lumpkin, New England.
R. N. R. Bardwell, Germania.
*J. R. Nutting, Provident Savings.
*Clarence Angler, Mutual Benefit.

J. H. Immell, Metropolitan.
W. C. Dobbins, National, Vt.
J. D. Pickett, State Mutual.
T. H. Daniel, Union Central.
E. R. Haas, Security T. & L.

HUDSON VALLEY LIFE UNDERWRITERS' ASSOCIATION.

George A. Cantine, New York.
J. H. Quinlan, Northwestern Mut.
C. P. Sadler, North American.
William Whitehead, Phoenix Mut.
William P. Howard, Prudential.

F. M. Cantine, New York.
W. B. Quinlan, Northwestern Mut.
Henry Schonewolf, New York.
F. A. Hoyt, Northwestern Mut.
J. E. Ward, New York.

INDIANA ASSOCIATION OF LIFE UNDERWRITERS.

Pleasant Bond, Penn Mutual.
*J. F. Habbe, Mass. Mutual.
*E. G. Ritchie, State Mutual.
E. M. Post, Mutual, N. Y.
E. E. Roland, Equitable.
D. F. Swain, Northwestern Mut.
*E. E. Flickinger, John Hancock.
John J. Price, Berkshire.
J. H. Hughes, Prudential.
*W. H. Dye, State Mutual.

John E. Turner, Union Central.
Frank W. Olin, United States.
W. J. Greenwood, Northwestern Mut.
I. Brown, Metropolitan.
W. H. Hart, Equitable.
J. R. King, Mutual Benefit.
C. W. Van Cleave, New York.

IOWA LIFE UNDERWRITERS' ASSOCIATION.

A. H. Huling, Underwriters' Review.
Dr. C. H. Philpott, Des Moines.
George B. Peak, Central.
Robert J. Fleming, Mutual, N. Y.
B. N. Waller, Northwestern Mut.
Sidney A. Foster, Royal Union Mut.
*H. S. McKinney, Conn. Mutual.
*F. L. Miner, Underwriters' Review.

Robert N. Merritt, National, Vt.
*Elmer Dwiggins, Central.
J. C. Cummins, Equitable, Ia.
C. E. Rawson, Des Moines.
William Parsons, Prudential.
H. E. Aldrich, Equitable, Ia.

KANSAS CITY (MO.) LIFE UNDERWRITERS' ASSOCIATION.

C. C. Courtney, Mutual Benefit.
*Frank O. Cheney, State Mutual.
William M. Drennon, Aetna.
Ira B. Mapes, Phoenix Mutual.
Howard C. Boone, New York.

C. F. Seldlitz, Mutual, N. Y.
W. P. Motley, Pacific Mutual.
W. B. Henderson, National, Vt.
C. D. Mill, New England Mutual.
H. J. Groves, Union Central.

LIFE UNDERWRITERS' ASSOCIATION OF BIRMINGHAM, ALA.

Delegates.

*W. J. Cameron, Washington.
 W. H. Stewart, Metropolitan.
 E. H. Andrews, Union Central.
 H. W. Leyens, Equitable.
 C. N. Avery, Prudential.

Alternates.

G. N. Cox, National, U. S. A.
 W. L. Sessions, Prudential.
 P. C. Ratliff, Penn Mutual.
 E. Jamison, Jr., Travelers.
 C. B. Jennings, Fidelity Mutual.

LIFE UNDERWRITERS' ASSOCIATION OF CENTRAL MASSACHUSETTS.

*Chester E. Greene, John Hancock. George H. Vars, State Mutual.
 *Dana M. Dristan, Conn. Mutual. Henry L. Treffind, New York.
 Herbert R. Cummings, Aetna. John E. Maher, Prudential.
 Charles M. Smith, Travelers. Lester V. Bailey, Provident L. & T.
 Ludvig Johnson, Phoenix Mut. William G. Ludlow, Metropolitan.
 *Burton H. Wright, State Mutual. H. E. Townsend, Mass. Mutual.
 S. Hamilton Coe, Mutual, N. Y. E. Boushard, Equitable.

LIFE UNDERWRITERS' ASSOCIATION OF CENTRAL NEW YORK.

*F. E. McMullen, Aetna. *S. L. Crabbe, Conn. General.
 *James A. Turnbull, Conn. General. A. B. Booth, John Hancock Mut.
 *C. M. Henderson, N. E. Mutual. B. G. Bennett, Northwestern Mut.
 *E. B. Putnam, Phoenix Mutual. H. B. Lewis, Union Central.
 *O. J. Moran, Metropolitan. F. P. Ely, Home.
 *C. T. Haggerty, Travelers. H. C. McAlpine, Provident Savings.

LIFE UNDERWRITERS' ASSOCIATION OF CHICAGO.

*Danford M. Baker, Pacific Mutual. W. S. Candee, New York.
 E. H. Carmack, State Mutual. J. N. Shockney, United States.
 J. L. Ferguson, Prudential. H. D. Wright, Metropolitan.
 J. W. Janney, Provident L. & T. H. B. Johnston, Hartford.
 Robert Skene, Mutual, N. Y. C. H. Reeve, Prudential.
 *L. Brackett Bishop, Mass. Mutual. T. L. Fansler, Northwestern Mut.
 *Hervey S. Dale, Union Mutual. Everts Wrenn, State Mutual.
 George R. Hemingway, Equitable. H. M. Curtiss, Conn. Mutual.
 *Fred. B. Mason, Aetna. M. G. Lamb, Illinois Life.
 Fred. B. Goodspeed, Phoenix Mut. Franklin Wyman, Berkshire.
 R. D. Bokum, Mutual Benefit. E. D. Redington, Provident L. & T.
 W. P. Crenshaw, Conn. Mutual. W. F. Workman, Franklin Life.
 J. W. Jackson, Home. E. A. Nelson, Germania.
 *I. B. Merrill, Aetna. E. J. Nealy, Prudential.
 *L. B. Snow, Mass. Mutual.
 *Jules Girardin, Phoenix Mutual.

LIFE UNDERWRITERS' ASSOCIATION OF GRAND RAPIDS.

H. W. Spence, Mutual, N. Y. C. H. Perkins, Mutual Benefit.
 G. M. Wright, Equitable, Ia. A. M. Ashley, Union Mutual.
 A. H. Pratt, Aetna. H. E. Freeman, Mass. Mutual.

LIFE UNDERWRITERS' ASSOCIATION OF LOS ANGELES.

W. P. Trumbower.
 H. Haskell.
 C. I. D. Moore.
 Frank F. Pratt.
 J. Meyer.

LIFE UNDERWRITERS' ASSOCIATION OF MOBILE, ALA.

George A. Riviere, Equitable. David Kraus, Equitable.
 J. D. Terrey, Mutual, N. Y. J. R. Tapia, Prudential.
 Henry F. Wyly, Union Central. John S. Watters, New York.

LIFE UNDERWRITERS' ASSOCIATION OF NEBRASKA.

Delegates.

Charles E. Ady, National, Vt.
 John Dale, Aetna.
 Joseph B. Clarke, Germania.
 John Steel, Northwestern Mutual.
 Henry D. Neely, Equitable.

Alternates.

Gurdon W. Noble, N. E. Mutual.
 *Frank Burchmore, Conn. Mutual.
 Samuel R. Elson, National, Vt.
 Charles W. Rainey, Mutual Benefit.
 Charles Z. Gould, Penn Mutual.

LIFE UNDERWRITERS' ASSOCIATION OF NEW JERSEY.

*R. B. Cornish, Mutual Benefit.
 C. F. McCord, Penn Mutual.
 J. Albert Sandford, Prudential.
 Edgar C. Taylor, Metropolitan.
 O. L. Gooding, Northwestern Mut.
 *A. H. Gsellar, National, Vt.
 H. M. Van Sant, Travelers.
 George H. Simonds, Home.
 *C. L. Whitfield, Mutual, N. Y.

*F. A. Morrison, Mutual Benefit.
 F. L. Bride, Northwestern Mut.
 B. F. Reinmund, Aetna.
 W. H. Lushear, Union Mutual.
 Carl Darnheim, Mutual, N. Y.
 James Perry, Prudential.
 Cyrus H. Lang, Prudential.
 George B. Speer, Prudential.
 Charles H. Dewey, Phoenix Mut.
 *J. A. Bergen, Mutual Benefit.

LIFE UNDERWRITERS' ASSOCIATION OF NEW YORK.

*Theo. T. Johnson, Washington.
 *J. A. Goulden, Penn Mutual.
 *H. N. Fell, Mutual, N. Y.
 *W. C. Johnson, Phoenix Mut.
 *Tilden Blodgett, Equitable.
 *John W. Vrooman, Prov. Savings.
 *Geo. A. Brinkerhoff, Mutual, N. Y.
 *James Yereance, Equitable.
 *Charles Wake, Equitable.
 T. R. Fell, Mutual, N. Y.
 J. Carlton Ward, Prudential.
 *C. J. Edwards, Equitable.
 *S. S. Voshell, Metropolitan.
 *Albert G. Shepard, John Hancock.
 *D. G. C. Sinclair, Metropolitan.

William Dutcher, Prudential.
 *M. E. Goulden, Penn Mutual.
 R. C. Enos, Mutual Benefit.
 S. H. Millard, Travelers.
 Basil H. Betts, Mutual, N. Y.
 D. L. Cardoza, New England Mut.
 F. W. Bliss, Mutual, N. Y.
 T. P. Wilsnack, John Hancock Mut.
 L. A. Cerf, Mutual Benefit.
 W. O. B. Clifford, New York.
 S. H. Whitely, New England Mut.
 W. A. Nicolay, Aetna.
 C. J. Goulden, Conn. General.
 *Moore Sanborn, Security Mutual.

LIFE UNDERWRITERS' ASSOCIATION OF NORTH CAROLINA.

*J. D. Boushall, Aetna.
 R. B. Raney, Penn Mutual.

LIFE UNDERWRITERS' ASSOCIATION OF OREGON.

Arnold S. Rothwell, Mut. Benefit.
 E. L. Harmon, Penn Mutual.
 H. G. Colten, Mass. Mutual.
 George A. Brown, Prudential.
 T. H. McAllis, Union Mutual.

William Goldman, Manhattan.
 P. F. Leavy, Union Central.
 P. A. Getz, Pacific Mutual.
 A. D. Johnson, Conn. Mutual.
 S. P. Lockwood, Northwestern Mut.

LIFE UNDERWRITERS' ASSOCIATION OF PEORIA, ILL.

*George L. Root, Penn Mutual.
 Ira A. Fisher, Travelers.
 *Guy C. Goodfellow, Conn. Mut.
 E. D. Monroe, Equitable.
 H. W. Keith, John Hancock Mut.

E. J. B. Hayward, New York.
 O. C. Jensen, Equitable.
 J. W. Goudy, Mutual, N. Y.
 Paul Cleveland, New England Mut.
 J. B. Almer, Prudential.

LIFE UNDERWRITERS' ASSOCIATION OF PORT HURON, MICH.

Delegates.

H. W. Becker, Metropolitan.
 R. S. Campbell, Mass. Mutual.
 F. W. Weston, New York.
 W. A. McDougal, Mutual, N. Y.
 A. C. Asman, Northwestern Mut.

Alternates.

S. G. McGill, New York.
 W. L. McDougal, New York.
 J. D. Churchill, Mass. Mutual.
 E. V. W. Brokaw, Mutual Benefit.
 R. L. Conklin, Metropolitan.

LIFE UNDERWRITERS' ASSOCIATION OF SPRINGFIELD, ILL.

C. M. McCarty, Franklin.
 C. D. Klipp, Prudential.
 W. F. Workman, Franklin.
 J. W. Walker, Equitable.
 William L. Stagg, Aetna.

F. E. Hitchcock, Mutual, N. Y.
 F. A. Peebles, Metropolitan.
 J. H. Ruckel, New England Mut.
 Henry Abels, Franklin Mut.
 C. W. Walker, Equitable.

LIFE UNDERWRITERS' ASSOCIATION OF ST. LOUIS.

George Benham, Penn Mutual.
 *W. H. Herrick, Provident Savings.
 *C. W. Darby, Mutual Benefit.
 J. S. Kendrick, Equitable.
 *W. A. Galentine, Prudential.
 *J. J. Raleigh, John Hancock Mut.
 *Edgar M. Woolley, Conn. Mutual.
 *F. N. Cheney, Mutual, N. Y.

John S. Poindexter, National, Vt.
 E. S. Williams, Provident L. & T.
 Nathan Kaufman, Mutual Benefit.
 *James S. Gross, Mutual, N. Y.
 John W. Estes, Equitable.
 John F. Meek, Prudential.
 O. K. Clardy, John Hancock Mut.
 Isaac D. Sperry, Phoenix Mutual.

LIFE UNDERWRITERS' ASSOCIATION OF SYRACUSE.

*Geo. N. Cooper, Conn. Mutual.
 *C. H. Tennant, Prudential.
 J. H. H. Young, Canada.
 G. F. Hadley, Mutual Benefit.
 P. L. Ryan, Mutual, N. Y.
 C. L. Behm, Mass. Mutual.
 S. G. London, Provident L. & T.
 *W. G. Skeel, State Mutual.

F. P. Allen, Equitable.
 George C. Sawyer, Travelers.
 O. B. Herrick, Prudential.
 F. H. Hale, Washington.
 C. F. Whitney, Prov. Savings.
 J. R. Williams, Prudential.
 J. F. O'Donnell, Prudential.
 S. H. North, Mass. Mutual.
 L. C. Wilson, Canada.
 *K. A. Luther, Aetna.

LIFE UNDERWRITERS' ASSOCIATION OF TOLEDO, O.

T. J. Stewart, Prudential.
 G. W. Farley, Equitable, Ia.
 J. W. Crook, Provident L. & T.
 W. C. Longnecker, Mutual Benefit.
 C. E. Hobb, Mutual, N. Y.

C. H. Parsons, Northwestern Mut.
 W. H. Filler, Metropolitan.
 J. Newton, Security Mutual.
 R. E. Ferguson, Mutual Benefit.
 J. S. Atkins, Michigan Mutual.

LIFE UNDERWRITERS' ASSOCIATION OF WESTERN MASSACHUSETTS.

*G. P. Mitchell, New England Mut.
 *W. P. Draper, Northwestern Mut.
 *W. L. Richards, Mass. Mutual.
 S. B. Fay, Connecticut Mutual.
 *C. W. Cowles, Conn. General.
 *F. C. Stedman, Mutual, N. Y.
 F. L. Hinkley, National, Vt.

P. H. U. Robichaud, Travelers.
 F. C. Brinkerhoff, Mass. Mutual.
 O. L. Cowles, Mutual Benefit.
 A. R. Birchard, Prudential.
 C. D. Monroe, Union Central.
 *William Tolman, Berkshire.
 *Archibald Ladner, Provident L. & T.

LIFE UNDERWRITERS' ASSOCIATION OF WESTERN NEW YORK.

Delegates.

*H. E. Crouch, Northwestern Mut.
 *E. C. Fowler, Conn. General.
 *E. G. Hatch, John Hancock Mut.
 *F. A. G. Merrill, State Mutual.
 *F. E. Lahey, Prudential.
 *C. N. Weber, Home.
 *W. G. Justice, Provident L. & T.
 *D. C. Ralph, Pacific Mutual.

Alternates.

C. W. Felder, Northwestern Mut.
 C. S. Elliott, Travelers.
 D. W. Cherrier, Phoenix Mutual.
 *M. P. Porter, National, Vt.
 E. D. Horgan, Germania.
 F. M. Bredel, Home.
 F. W. Tracey, Penn Mutual.
 F. M. Wheaton, Equitable.

LIFE UNDERWRITERS' ASSOCIATION OF VIRGINIA.

J. C. Blasingame, South Atlantic.
 W. W. Hardwick, Aetna.
 *D. R. Midyette, Fidelity Mutual.
 *N. D. Sills, Sun.
 *T. G. Tabb, Travelers.

F. W. Adams, Mutual, N. Y.
 George W. Bahlke, Metropolitan.
 W. B. Drewry, Mutual Benefit.
 Cunningham Hall, Penn Mutual.
 Fred Pleasants, National, Vt.

LOUISVILLE (KY.) LIFE UNDERWRITERS' ASSOCIATION.

J. C. Davidson, Aetna.
 H. B. Knowlton, Travelers.
 *J. M. Johnson, Provident Savings.

J. G. A. Boyd, Prudential.
 H. S. Sheldon, Citizens.
 A. B. Wingfield, Phoenix Mutual.
 *W. W. Dennis, Mutual Benefit.

MAINE LIFE UNDERWRITERS' ASSOCIATION.

*Arthur C. Wescott, Aetna.
 *B. Kende, Mutual Reserve.
 Bertrand G. March, Penn Mutual.
 *J. W. Fitzpatrick, Mutual, N. Y.
 G. M. Barney, Travelers.
 *J. Putnam Stevens, Mass. Mutual.
 *C. F. Dunlop, Mutual Benefit.

M. A. Jewell, Union Mutual.
 W. Noyes, N. E. Mutual.
 F. M. Grant, Provident L. & T.
 *W. DeC. Moore, Prudential.
 T. J. O'Brien, New York.
 H. S. Dyer, John Hancock Mut.
 *C. A. Lacroix, Home.

MICHIGAN LIFE INSURANCE AGENTS' ASSOCIATION.

*William Van Sickle, Home.
 *Will A. Waite, Phoenix Mutual.
 W. T. Gage, Northwestern Mut.
 T. F. Giddings, Michigan Mutual.
 F. C. Campbell, Union Central.
 *C. A. Stringer, State Mutual.
 *Walter Thompson, Travelers.
 W. R. Downing, Prudential.
 D. A. Johnston, Penn Mutual.
 John D. Murphy, Berkshire.

C. W. Pickell, Massachusetts Mut.
 C. L. Vieman, John Hancock Mut.
 John A. Tory, Sun.
 Donald A. Clark, Mutual Benefit.
 John A. McLean, North American.
 Fred O. Palge, Mutual, N. Y.
 A. R. Thompson, N. E. Mutual.
 Nathaniel Reese, Provident L. & T.
 O. S. Boda, Metropolitan.
 *H. F. Doane, Connecticut Mutual.

MINNEAPOLIS LIFE UNDERWRITERS' ASSOCIATION.

*V. H. Van Slyke, Union Central.
 *Charles W. Van Tuyl, State Mut.
 *John Edward Myers, Aetna.
 John J. Ahern, Massachusetts Mut.
 Isaac Kaufmann, Northwestern Mut.

W. E. Covey, Equitable.
 Warren M. Horner, Prov. L. & T.
 Frank R. Smith, Mutual, N. Y.
 S. A. Stockwell, Penn Mutual.
 F. M. Joyce, Mutual Benefit.

MINNESOTA ASSOCIATION OF LIFE UNDERWRITERS.

Delegates.

J. Watson Smith, Provident L. & T.
 Louis D. Wilkes, Equitable.
 Phillip B. Hunt, Mutual Benefit.
 George W. Rodenberg, United States.

Alternates.

E. W. Peet,
 F. T. Parlin, Germania.
 Rukhard Hurd,
 A. J. Reeves,

NEW ENGLAND WOMEN'S LIFE UNDERWRITERS' ASSOCIATION.

Miss E. A. Ransom, The Standard.
 *Miss Julia A. Sprague, Mutual, N. Y.
 *Mrs. Florence E. Shaal, Equitable.
 Mrs. S. E. P. Drake, Mutual, N. Y.
 Dr. S. M. Crawford, Provident L. & T.

*Miss Lucy G. Morrill, Equitable.
 Miss M. G. A. Toland, Mutual, N. Y.
 Mrs. M. Talbot Lane, State Mutual.
 Mrs. A. B. Dimick, New York.
 Mrs. Mary G. Hall, Equitable.

NEW HAMPSHIRE LIFE UNDERWRITERS' CLUB.

C. E. Stanfels, Conn. Mutual.
 C. S. Parker, Aetna.
 E. S. Owen, Connecticut General.
 *A. W. Childs, Travelers.
 *J. A. Wellman, National, Vt.

R. H. Cheney, Mutual, N. Y.
 W. S. Jewell, Equitable.
 M. I. Dow, New York.
 H. C. Eastman, Travelers.
 J. F. Whitney, Mutual Benefit.

NORTHERN INDIANA LIFE UNDERWRITERS' ASSOCIATION.

*C. W. Orr, Aetna.
 E. R. Gesaman, Conn. Mutual.
 Clark Fairbank, Penn Mutual.
 W. B. Scott, Prudential.
 William M. Leedy, Manhattan.

William P. Cooper, New York.
 C. B. Fitch, National, Vt.
 D. C. Fitch, John Hancock Mut.
 C. D. Wilson, Mutual Benefit.
 H. B. Hunt, Northwestern Mut.

PHILADELPHIA ASSOCIATION OF LIFE UNDERWRITERS.

*J. Edward Durham, Penn Mutual.
 *F. H. Garrigues, Penn Mutual.
 *William G. Carroll, Prov. L. & T.
 *William M. Scott, Prov. L. & T.
 Harry O. Chapman, Conn. Mutual.
 Frank E. Hammer, John Hancock.
 *James H. Glenn, Mutual Benefit.
 *Amos Wakellin, N. E. Mutual.
 *John W. Schell, New York.

Austin M. Clark, Michigan Mutual.
 Alonson C. Otis, Union Mutual.
 *Robt. R. Dearden, Jr., U.S. Review.
 H. Kendall Read, National, Vt.
 William F. Lawson, Prudential.
 *Martin Collin, Penn Mutual.
 *Henry W. Littlefield, Prov. Savings.
 John H. C. Whiting, Amer. Ex. & Rev.
 *E. H. Plummer, Jr., Berkshire.

PITTSBURG LIFE UNDERWRITERS' ASSOCIATION.

*R. A. Clark, Phoenix Mutual.
 *W. M. Wood, United States.
 *Graham C. Wells, Provident L. & T.
 *Leonard C. Fosdick, Equitable.
 *J. D. Hemingway, Conn. Mutual.
 *L. K. St. Clair, Equitable, Ia.
 *Lee C. Robens, Reliance.
 *A. Bert Brown, Aetna.
 *J. J. Tillinghast, Mutual Benefit.
 *C. W. Scovel, Provident Savings.
 W. M. Furey, Berkshire.

*C. B. Knight, Prudential.
 E. E. Dodson, Pittsburg.
 *F. G. Brown, Aetna.
 F. E. Sherrill, Canada.
 *S. L. Fleishman, Reliance.
 *M. B. Howard, Provident Savings.
 *J. C. Wilson, Metropolitan.
 A. L. Schulhof, New York.
 *C. A. Foehl, Prudential.
 *E. R. Ward, Phoenix Mutual.
 *L. Reese Alexander, Prov. L. & T.

STARK COUNTY LIFE UNDERWRITERS' ASSOCIATION.

J. W. A. Standt, Royal Union Mut.
 George W. Mobray, Metropolitan.
 J. M. Sarver, Mass. Mutual.
 Walter Green, New York.
 William S. Kinney, Equitable.

In addition to the above delegates there were also present the following agents classified by states:

Alabama—J. C. Haas, Montgomery.

California—A. S. Holman, Russ L. Whitney, San Francisco; Louis Saan, Santa Rosa.

Connecticut—John W. Keyes, Ira E. Forbes, W. A. Moore, R. G. Gorton, W. A. Kimball, H. A. Farnsworth, Horace A. Howe, R. D. Schaefer, Henry H. Hunt, David Van Schaach, John H. Junner, Charles B. Kelsey, R. M. Northrup, George S. Miller, C. W. Burpee, Albert S. Cook, Elbert S. Stour, all of Hartford; Forest P. Conklin, H. D. Humphreys, New Britain; F. V. Davis, Pomfret Center; John E. Fahey, Rockville; W. Thornton, Bridgeport; O. O. Daley, Elmer A. Hodge, Danbury; Charles H. Ketellas, Stamford.

Illinois—Francis H. Ward, Robert E. Ward, Joliet; F. M. Aron, Chicago.

Indiana—W. W. Dark, Indianapolis.

Massachusetts—Joseph N. Wood, Boston; George H. Sutton, William W. McClench, George Thacher, F. A. Yeatman, T. R. Hodge, J. E. Woodbury, Hugh M. Cramond, A. B. Cowles, E. S. Webb, T. N. Johnson, R. M. Cowles, E. Milton Allis, all of Springfield; Edward W. Hay, Salem; William E. Ash, Orange; Louis J. Noble, Westfield.

Minnesota—Francis M. Wheeler, St. Paul.

Missouri—George H. Stier, Earl S. Stier, Lexington; C. O. Mayes, Hannibal; W. E. Anderson, St. Louis.

Nebraska—J. L. Pierce, Lincoln.

New Jersey—Willard F. Hamilton, Newark.

New York—J. W. Makley, J. Edgar Burton, W. G. Schelde, New York City; C. E. Hart, Elmira; W. M. Avery, Rochester.

Ohio—Benjamin A. Lewis, Columbus.

Pennsylvania—J. Thomas Moore, Philadelphia; A. M. Kelley, Pittsburgh.

Company Officials—John M. Holcombe, president Phoenix Mutual; Robert W. Huntington, president Connecticut General; John B. Lunger, vice-president Travelers; M. G. Bulkeley, president Aetna Life; Walter C. Faxon, secretary Aetna Life; J. M. Taylor, president Connecticut Mutual; Charles H. Bacall, secretary Hartford Life.

Insurance Press—C. E. Belcher, The Standard; Charles A. Jenney, Weekly Underwriter; T. H. Swartz, Insurance Press; George H. Robinson, Insurance Field; A. G. Hall, The Surveyor; H. L. Harder, Philadelphia Intelligencer; Max Cohen, Insurance Views; E. Jay Wohlgemuth, Western Underwriter; Leonard W. Philp, The Chronicle; L. Walter Sammis, New York Commercial; Charles F. Howell, Ins. & Commercial Magazine; W. E. Underwood, Assurance; Albert Goldie,

New York Insurance Journal; F. L. Miner, Underwriter's Review; Laurence Flitcraft, Life Insurance Courant; Charles I. Simonson, Insurance Herald; Robert R. Dearden, Jr., United States Review; Israel C. Pierson, The American Underwriter.

President Dolph then read the following address:

To the Members and Friends of the National Association: It is my privilege as well as my very great pleasure to welcome you to this—your sixteenth annual convention.



We meet in Hartford, affectionately called "The Cradle of American Insurance," where have been mothered the men and the ideas which have so generously and so rightly contributed to the growth, the stability and the virtue of our great work. Our all too brief visit will be an inspiration none will forget, for, to the insurance man Hartford is more a "condition of mind" than a place; more a shrine than a city; it is an influence beneficial and uplifting.

You must realize this for in the matter of attendance you have broken all records. Let us hope that so auspicious a beginning is a portend of the most successful convention of our National Association.

You have come in discharge of obligations voluntarily assumed as the representatives of the brethren with whom you are associated in your respective local organizations, and for whom you are pledged to stand for the highest ideals in our great business, or, as I prefer to say, great profession. That to the work of this convention each will give his undivided attention goes without saying, to the end that "the best interests of the cause of true life insurance throughout the country" may be materially advanced.

The results of the work of the year will be presented to you in detail by the various officers and committees having them in charge, and who have contributed much time and labor, not to mention the money expended, to their respective duties. They are entitled to the liberal gratitude which I know you will ungrudgingly give, and

I bespeak for their reports your most thoughtful consideration.

I am very glad to report that during the year every one of the thirty-one associations which affiliated last year, has renewed its membership. Four associations were reinstated, and ten new associations were enlisted under our banner. This makes a total membership of forty-five, a net gain of fourteen or 45 per cent.

I find much satisfaction in calling your attention to the excellent work of the officers of some of the local associations. In the matter of membership New York alone made an increase of forty-one, New Jersey thirty-seven, and Philadelphia thirty-four. The thirty-one associations made a net gain of one hundred and fifty-six. Added to these are three hundred and eighteen new members in the fourteen associations which have affiliated, or been reinstated during the year, making a total net gain of four hundred and seventy-four. This gives us a membership of two thousand and thirty-two. These figures not only represent high water mark but they also indicate the largest gain in membership, as well as the largest number of local associations in good standing that has ever been reported. I congratulate you heartily upon the splendid progress you have made. New associations have been organized in Lansing, Syracuse, Binghamton, Evansville, Birmingham, Springfield, Ill., San Antonio and Canton. Four of these associations submitted applications for membership which were approved.

It has been my one ambition throughout the year to faithfully keep the pledge made to you at Indianapolis, and I am here to say I have done my best. Association workers know where I have been and what I have endeavored to accomplish. It is my duty and my very great pleasure to record the fact that the results for the year were made possible because of the loyal and unstinted support of the other officers. Every association must have felt the influence of the business-like methods of your secretary, Mr. Clark. He has taken a most active interest in his work throughout the year, with the result that his records are most complete, and you will find much evidence of his handiwork in every feature of this convention. If you have not had the pleasure to meet

Second Vice-President Van Sickle during the year, or heard him tell of his experience, you have missed much. His personality and enthusiasm form a combination that has been invaluable to the present administration. He has not only responded to every call that was made upon him, but he has also mapped out his own campaign, and permitted nothing to stand in the way of his success. He has communicated with most of the general agents in thirty-one cities. In addition to sending out about one thousand letters, he has visited thirteen cities in the interest of the National Association. The experience and good judgment of Chairman Plummer, of the executive committee, have been an inspiration throughout the year. His report bears much evidence of his devotion to the work. These officers have freely given of their time and money to the cause. They have permitted nothing to stand in the way of faithful service. They have earned the personal and official esteem of your president, and on behalf of the National Association, I extend to them, and to all who have contributed in any way to the progress of the year, my most grateful acknowledgments.

I visited twenty-seven active local associations during the year, and this report would not be complete if I did not make some reference to the cordial receptions always extended to me by them. For the encouragement of my successor I must record the fact that in many places I was met by reception committees, who furnished the finest possible hotel accommodations, insisted on my indulgence in much hospitality, and in liquidation of my indebtedness nothing short of a promise to return in the near future was acceptable. In addition to all this, one association paid my railroad fare both ways. My friends, you must believe me when I say that the time I have devoted to the work has been most pleasant and profitable in my experience, and I thank you from the bottom of my heart for it.

What shall I say about the press? What can I say that would be adequate? Our organization has always made it very plain to the gentlemen of the insurance press that their interest in our work is greatly appreciated. These gentlemen have developed a faculty of doing things; they are without question our strongest allies,

and I wish to personally thank them for their interest in our present administration.

An effort, of greater or less success, was made during the year to establish an information bureau. I am convinced that the idea is pregnant with opportunity, and should have further consideration.

Following my election it was very apparent your officers were obligated to devote a large portion of their energies to extension work. Much has been said on the subject in recent years, resulting in the appointment last year of a committee with power to raise funds to be used in that work. The report of this committee will be presented to you for your consideration. With a view to carrying out your expressed wishes each vice-president was assigned certain territory and urged to make an aggressive campaign.

From a careful review of the records I found that less than 35 per cent. of the local associations which at various times had affiliated with the National body were in good standing and represented by delegates at the Indianapolis convention. These conditions made a deep impression upon my mind. They were given serious consideration with the result that I became convinced that this great organization in which we all take so much pride needs a closer relation with the local associations. I am sure that none of you will debate that in order to secure one additional permanent local association it is necessary to organize five or six, and yet that is the record. To organize an association in any given locality is a comparatively simple problem, notwithstanding it takes time and labor, and, generally, a liberal expenditure.

With your permission let me emphasize the condition I have in mind that I may the more strongly point out what I believe is the urgent burden of effort now laid upon this association. By reference to the official report of our last convention you will find on our executive committee the representatives of several associations which went out of existence more than a year ago. The older members of this association will remember that your annual conventions were held in 1896 and 1897 in important insurance centers, and that you were splendidly entertained by apparently flourishing associations,

which associations, I am very sorry to relate, have long since passed out of existence. Is it necessary to make any special reference to the forty odd local associations which have, at one time or another, kept step to the music of the National Association? Their history will interest any student of the work. Many of them will never be forgotten. I particularly recall one which marched up to the highest pinnacle of success, apparently, at Baltimore, where, midst the plaudits of the fraternity, it received not only your congratulations, but was presented with a beautiful flag. Then it marched down again—to its grave. An experience of that kind does not benefit conditions in any community. Many of the associations which have gone out of existence never survived the year of their birth. Let me refer to another class. I have in mind one of the associations which took an active part in the organization of the National Association. It was represented by five delegates at the Boston convention. It was also represented at the two following conventions, but it was not heard from again for eight years. In 1900 it affiliated as a state organization. The following year it reorganized on social lines, but it has not been successful. Who will point out the real obstacle here, and with whom rests the responsibility?

I personally visited Harrisburg and Columbus, and the second vice-president accompanied me to Providence and Albany for the purpose of reorganizing the local associations in those places if possible. We not only held meetings but visited many of the general agents in their offices. We were not successful.

It is my fixed opinion that no good reason can be given by any defunct organization for its failure; and I refer to the subject simply because some of the onus of their decease must rest upon this body, and because, further, I believe that in the organization and maintenance of these local associations lies at present the greatest opportunity of our National body.

We must reverse our thought and our action; we must no longer look upon the National Association as merely the flower and fruit of association work, to be plucked and admired on annual occasions. To state it in another form: we must no longer look upon the National body

as a child to be fostered and petted for our present and future entertainment, but rather as a parent who shall assume vigorous guardianship of the real children already of birth, the local associations, and who shall cause to come into being other and more numerous organizations of like kind.

The National Association must propagate its specie. That it may live and wax stronger it must be the constant and active fountain-head of life in new local associations, and a newer life in those which now exist. We cannot live wholly upon the local bodies; rather we must originate them, we must sustain them, and they must find their greatest incentive, their greatest hope, their greatest vigor in the National, the parent body. The duty and the opportunity of the National Association is in this fertile field of production and reproduction.

The associations which have failed did so because there was violated, unconsciously, perhaps, the first laws of success. I would like, if I could, to picture in your imagination, something of the magnitude and power of the National Association if all these local bodies were still active and represented in this convention, and so I repeat that, as I see it, the work which will produce the greatest benefit, the work to which the attention of this body should be most vigorously given is the strengthening, the advising, the aiding, the encouraging, the assisting and even the directing and building-up of the local associations, and making them such an effective power for good, such a benefit to the life agents in their respective localities, that every self-respecting agent within reach will, of himself and without solicitation, seek admission into the fold. We need more associations and we need to place those already in existence upon a more permanent basis.

The work of the life insurance agent is intensely practical. Results alone count. How to make the work easier, how to make it more remunerative, how to reduce friction, how to inspire confidence, how to develop initiative and moral courage, how to make ourselves more effective, how to make life insurance more popular and better understood in the community, are questions that should be worked out, and the local associations should be shown how to proceed along practical lines for

such fulfilment. Then will they realize their own power and draw into their membership every desirable agent in their respective communities. This will all be done, and done effectively, whenever this National body assumes the responsibility. I say let us assume it now.

Mr. W. G. Justice, Buffalo, N. Y.—Gentlemen: All standing, I propose three cheers for John Dolph.

Mr. Justice's request was heartily complied with by the members.

President Dolph—One of the most pleasant incidents in our work has been the interest manifested by the executive officers of our companies in the National Association. We are honored this morning by the presence of a gentleman who has been identified with the work of the association almost from the beginning, and whose high personal character, energy and ability have reflected the highest credit upon our business organization in home office and field. From his wide experience who could more fittingly address us upon "The Benefit of Organized Co-operation in Insurance Work" than Mr. John B. Lunger, vice-president of the Travelers Insurance Company of Hartford, whom I now have the pleasure of introducing. [Applause.]

Mr. Lunger—Mr. President and Gentlemen: It is a little embarrassing to come out before you in the face of such a glowing tribute as that. I think I ought to have



the privilege of retiring a few minutes and recovering my equilibrium. Gentlemen, it is a pleasure to see you here, and it is certainly very gratifying to the people of Hartford and the officers of the companies to know that such delightful arrangements have been made for your entertainment. I have no doubt when you go about our beautiful city tomorrow and see our charming homes and beautiful lawns that you will then have some appreciation of the delightful way in which we combine activ-

ity and happy home life here in Hartford. Now you put me to another disadvantage this morning. As

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a rule I am not afraid to face a body of insurance men, but I must confess that the thought of coming before this association and talking to you informally was a responsibility that I could scarcely bring myself to accomplish and so with your permission I will read my address to you this morning.

Mr. Lunger then read the following address:

That men will defend what they conceive to be their rights is a rule to which there are no exceptions. The rights of primitive man rested on force alone. Strength and cunning knew no law and might made right. Civilization in its beginnings admits the idea of natural equity and requires right to be distinguished from wrong by an orderly method, and this can be accomplished only by co-operation and by the infliction of penalties upon those who violate the conventions so established.

In this co-operation we find the beginnings of orderly organization and in the determination of penalties one of the first expressions of law. Organization, therefore, lies at the foundation of all social order, and without organization as expressed in government the leading nations of the earth would still be as incapable of centralized and forceful effort as the Bedouin, wandering in independent groups and governed by tribal traditions. But organization even as represented in the government of highly civilized countries is not a matter of today, but of gradual progress through tribalism, despotism, feudalism, monarchism and democracy. Even in this period it ranges from the incantations of the sorcerers of the African tribes to the mild monarchical government of Great Britain and the liberal democracy of the United States.

In studying the historical development of government, it is interesting to note the approximation which exists between the business policy of the great commercial and other enterprises of various epochs and the form of government at the time such enterprises were formed, and to observe the gradual change in business methods as the form of government itself changed. In the present day we find marked evidence of this tendency in the great business institutions of the leading countries, while a study of such institutions gives an insight into the

methods of government and affords an index to the temperament of the people.

In Germany, for example, we find in existence a bureaucratic, and a highly developed paternal form of government, which is closely reflected in all commercial and financial organizations. Minute attention to details and an orderly development of methods, coupled with an aggressive persistence, has made Germany one of the first of commercial powers. One of the features of paternalism is the compulsory insurance of working men, providing indemnity in case of sickness and accident, and pensions for invalidity and old age. Since 1885 the payments have amounted to not less than \$800,000,000, contributed about equally by the employers and the employed. Whether the paternal spirit which regulates and limits all does not ultimately limit the initiative of the individual, is yet to be determined.

In England there is a disposition to adhere to custom and established precedents. Suggested changes are considered with caution and innovations are met with a resistance that sometimes degenerates into stubbornness, though English character is remarkable for the fact that innovations and changes once grasped are thoroughly carried out. In thought and action the people are conservative, serious and mindful of the responsibilities attached to vast interests at home and in many foreign lands. Slow but sure is the policy of the government and of the institutions. The government forms an almost complete antithesis to that of Germany, being unpatalernal to an extreme, the whole idea of government being the least interference in private or commercial matters. There are no laws regulating the conduct of life insurance companies beyond the simple requirement that the companies formed prior to 1870 shall file with the Board of Trade at least once in ten years a complete statement of their financial condition. In the case of companies formed since 1870, reports must be filed once in five years. In practice the period has practically been reduced to five years in all cases. The class of investments, standard of reserves, etc., are left entirely to the discretion of the companies, but the interests of the policyholders are fully protected under the admirable enforcement of the common law.

In the United States we have a government, which combines strong principles with a pliability easily conforming to the necessities of a rapidly increasing people living widely apart and under different climatic and other conditions. The government is alert, aggressive and full of initiative, but we are hampered by a continual flood of ill-considered legislation and a lax administration of the statutes. The energy of the people has been quickened, not so much through our superiority in education or natural endowments, as by the fact that for three hundred years we have been developing the resources of an immense country requiring all our forces and calling out all our energies in the process, while the scale of enterprise has been in proportion to the immense extent of country and the needs of a vast and fast growing population. The result has led to the formation of the greatest commercial enterprises of modern times and the greatest prosperity. The ambition for rapid progress and our active mentalities may lead to ill-timed moves and serious blunders, but in the main our methods seem suited to our present conditions. When we combine with our intense activity something of Germany's patient elaboration of detail and of England's conservative thoroughness, there will be more stability in our methods.

The fundamental principle of all liberal government is co-operation. Without co-operation we are likely to have despotism. In the United States the right of people to express their opinion through representatives of their own selection has led to a form of co-operation which represents the best known type of democracy. If it be assumed that the government of a people represents the highest form of organization of which they are capable, and that organization in its best form is found where intelligence is developed to a high degree and the broadest recognition of individual liberty and mutual rights is found, then logically the institutions of that country and especially those which may be considered as belonging to the people, will meet with the most favor if managed and regulated on lines closely approximating those which are followed in the conduct of the government. A study of the methods of the great institutions of the United States, whether engaged in the manufac-

ture of oil, steel, or machinery, or devoted to banking, life insurance, or commerce, will show that the principle here advanced is widely recognized. If our great institutions have designedly or unconsciously modeled their organization on the lines of our government, it must be said to their credit that in the administration of their affairs they have advanced far beyond their preceptors. Politics and political influences are not conducive to economical and systematic administration.

The two great provident institutions are the savings bank and the life insurance company. Each found its inception in the desire to protect home and self. The savings banks care for the moneys set aside for future exigencies, while the life insurance companies care for the moneys invested for the protection of home. Of the two institutions the life insurance company is undeniably the more broadly protective and more permanently beneficial. After making due allowance for the cases where more than one policy is carried, we find at the present time not less than 8,000,000 of adults carrying policies of \$1,000 and upwards. With such a large percentage of our active adult population insured in the various companies, it is not surprising that students of insurance find changes taking place in the business, which promise to bring the conduct of the companies into close conformity with the methods of the government. Amongst these newer developments is a strong tendency toward representation in the councils of the company of those who have vested rights in the corporate body.

We find the most pronounced evidence of this tendency in the conventions of men engaged in insurance work. Local managers are holding conventions of the agents in their respective districts. State managers in turn are holding conventions of the most successful agents in their respective states, while the chief officials of the companies are bringing together in annual conventions the leading representatives from all the states. In each instance we find deliberations carried on by intelligent and successful men, who are encouraged to express their opinions and frankly discuss the problems of the business with the executive officers.

In these conventions can be found a resemblance to our national organization, the first step being local gov-

ernment; the second, state government and finally, national government, while the organization at the home office in some measure resembles the government at Washington. The president of the company finds his cabinet and chief advisors in the executive and administrative staffs. The deliberations of the chief officials are supplemented by committees entrusted with the responsibility of supervising the departments and empowered to make changes and give decisions subject only to the veto of the president; and it may be that in the national convention of agents we have the beginnings of a body, which will in time possess the deliberative functions of the Senate and the House of Representatives.

The placing of responsibilities in committee is one of the best of the recent co-operative innovations and will go far towards establishing methods, and forms of procedure, to insure a continuance of sound business policy and prevent manipulation and practices prejudicial to the interests of the company and its policyholders.

Let us suppose that a company should introduce into its charter or by-laws the privilege of voting for personal representation at the company's conventions. Could we not reasonably expect that the policyholders in a certain locality would elect the local agent to represent them at the district conventions; that the districts would send their best representatives to the state conventions, and these in turn would elect the agents best qualified to represent the state at the national or home office convention?

If any plan is in operation which brings together in conference the best brains in the company's employ, it makes little difference whether the charter or by-laws of the company calls for such gatherings or not. The question becomes one of a proper conduct of the conventions. If they are held merely for the purpose of laying down doctrine, giving instructions or making plans for an increased volume of business, their full usefulness will not be found and measured. If they are held on broad lines and the true spirit of co-operation prevails, not only will the foregoing be accomplished, but the agents will be invited to discuss methods of management and all matters of importance to them and to the policyholders. They will also be encouraged to ask questions concerning

the financial condition of the company, its manner of making investments and caring for the interests of policyholders. With a program mapped out on these lines, the delegates on returning home would be better equipped for their work and better able to answer intelligently any reasonable questions which their people might ask.

An agency convention to be useful to the highest degree should be entered upon with the feeling and in the belief that if the field has much to learn from the home office, the home office has much to learn from the field, and all present whether from home office or from field should be controlled by the one great desire—that of increasing the usefulness of the company along lines conducive to the best interests of all associated with the company. While no company has attempted to go so far as to plan its conventions on these precise lines, there seems to be a tendency to go to the extreme here outlined. We may, therefore, look upon the holdings of conventions as a feature which if encouraged and developed along liberal lines will make for a better understanding between field and home office—for better practices—for sounder methods and more efficient and permanent organization.

In some quarters there is a disposition to deprecate the value of conventions. On analysis it will generally be found that the objections are based either upon the question of expense, or upon the fear that the agents will embarrass the company by unreasonable demands, especially in the form of larger commissions. Personally, I do not know of any item of expense that a company can look upon with more satisfaction than the cost of holding a series of conventions. They certainly bring about greater results than a similar amount spent in any other form of education and promotion.

So far as demands are concerned, the possibility of their happening is only an expression of the fear that sometimes prevents men from doing useful and sensible things. In the past twenty-five years I have been present at many conventions and have yet to attend one where an embarrassing resolution has been introduced or a demand of any kind made. Moreover, my faith in the common-sense of my fellow-men leads me to believe that managers and agents are as keenly alive to the proper

balance between product and expense as home office officials, and I believe that if a convention of responsible agents held the absolute power to increase the cost of the business, there would be more reason to look for prudence than for rashness. The future of agents is closely associated with the future of the companies, and they have to look too far ahead to sacrifice permanent welfare to present gains. Frequently, through renewal interests and large individual lines of insurance they are more likely to suffer by bad management than the officers of the companies.

In these conventions we have the best evidence of the broad spirit of co-operation in our business, but in a lesser degree co-operation can exist to advantage in many other forms. The agent can co-operate with his policyholders to increase his business and add to the usefulness of life insurance. The best ways to do this is to sell insurance honestly and to explain contracts so clearly as to leave no ground for complaint of misrepresentation. The agent should be prompt in making collections, in looking after death claims, and attending to loans, working always to make himself the representative of his policyholders in the company as well as to establish himself as the agent of his company in his locality. The ideal agent is the one whose name and that of his company are always mentioned together. To be known as "Jones of the Independent Life," is a helpful ambition.

The local manager can co-operate with his agents in many ways that will add to their success and happiness. No successful manager ever confines himself to the mere relations of business. He should be the leader, the instructor and the friend, as well as the organizer of his staff of solicitors. He should devise and conduct competitions, hold weekly or daily meetings for instruction and laying out work, and in many other ways promote the business of his men and show his interest in their personal welfare. Above all the manager should be able to inspire his agents with a courage to work steadfastly and systematically for a stated number of hours each day, supplying by encouragement the lack of close association and supervision in daily outdoor work.

Perhaps the most difficult form of co-operation to establish, and the most needful, is the individual develop-

ment of that happy unison of mental and physical forces which will lead to well-ordered effort and properly balanced methods. If the one-man power is dangerous as an institution, so is the man of one idea dangerous to himself and to others. Most of the mistakes in our business are the result of forcing some one thing to the exclusion of other matters fully as important. As individuals our financial condition is not wholly determined by what we make. Our advances toward independence are marked by what we save. In our companies, therefore, we should be less influenced by volume of business than by the amount added to the "in force" account. Our associates in industrial insurance have the right idea when they preach the doctrine of "net results." If this motto should become as prominent in ordinary insurance, and if each of us should adopt it as his mental guide, the business would be materially benefitted.

There is no thought in my mind that the drift toward governmental methods is a step toward government insurance or national control. Both these conceits properly belong in the realm of the ideal, and though a business dealing with human life and human affairs affords the best possible field for the play of altruistic thought, we cannot close our eyes to the fact that life insurance is a business, and as such, must be conducted with due regard to prevailing conditions, and in a measure to man's weakness—as well as to his strength. We can idealize the business; idealize the devotion and hard work it demands; plan ideal policies and ideal methods, but if we were to attempt to establish and run a company according to our ideals, we should not meet with success. There is a wide gap between practice and idealism and in our efforts to bridge the chasm we should be quite content if we are able to add a few stones to the span each year.

Government insurance is one of the dreams of visionary men and will continue to be such until men are so constituted that they will voluntarily seek life insurance, and seek it for amounts proportioned to their means and responsibilities. Even then its success will be problematical, unless the administration of the important branches of the government has been taken out of the domain of politics and entrusted to men of ability with a high sense of their duties and responsibilities.

An insight into the manner in which the usefulness of insurance would be restricted if our government took over the control of the life insurance companies is furnished by the meager results attending the insurance experiments of the British government and by the experience of the Equitable of London, a company which does business without agents and although founded in 1762 has only \$38,000,000 of insurance in force. It is not necessary to cross the sea for evidence. If the work of an agent at home writing a fair amount of insurance each year could be analyzed and his experiences recorded, we should hardly consider the time ripe for even a serious consideration of the subject.

Under present conditions life insurance can only grow in usefulness so long as its benefits are extended by energetic and persistent canvassing. If some of the men who employ their spare time in writing letters to the press, telling how life insurance could be sold without agents and how the companies should be conducted in other respects, were to form a company and try out some of their theories, they might gain in knowledge and be more tolerant in opinion.

The delegates here assembled do not directly represent the companies but the local associations of life underwriters in the United States. Your objects are to become better acquainted, to benefit by association, and to endeavor to improve agency methods and practices; in brief, to co-operate in every way that will be conducive to better conditions in field work. In a degree your annual meetings have become an arena, in which questions pertaining to all branches of the business can be presented and discussed, and this function is my excuse for the views presented in this paper. Will you, however, kindly permit me to introduce the suggestion that you can benefit your associations by bringing more fully the spirit of co-operation.

Almost from its inception I have been a member of the New York Association, and I am now a member of the Connecticut Association. It has also been my privilege to attend the meetings of other local associations, and I have become impressed with the belief that your membership is made up largely of general agents and managers. Maybe I am mistaken in this surmise, but I find

that when I am introduced to canvassing agents, they are generally the guests of their manager.

On account of the many changes that take place, I know it is as difficult to form a permanent local organization as it is to build up a permanent and representative agency—but is it not worth while to make an effort to bring into your ranks more of the canvassing agents, especially those who have been in the business for one or more years, for the sake of broadening the co-operative spirit. I notice that you have appointed a committee to systematically take up the question of increasing the membership of local associations. I should be glad to see this committee make a specialty of interesting the solicitors.

The arguments presented in favor of federal supervision have opened the eyes of many to the need of centralized supervision, uniform laws, uniform reports and uniform taxation. It is proposed to introduce a bill at the forthcoming session of Congress to establish federal supervision as a step toward accomplishing these objects. If the bill is defeated or action postponed, what more useful work could your associations undertake than to co-operate in an effort to replace the present medley of state laws by something like uniformity, and is there not much propriety in your making, as the representatives of your policyholders, a strong and determined effort to open the eyes of policyholders, not to the lack of uniformity in the taxation of life insurance premiums, but to the iniquity of any taxation at all.

The idea has been advanced that the original purpose of state taxation was to pay the expenses of the insurance departments, but I cannot find any evidence to support the theory. There is some reason for believing that the inception and continuation of taxation is found in the belief that insurance companies are "easy marks" when additional revenue is needed.

At the present time there is no close and intimate connection between supervision and taxation. The question should be treated independently, and of the two I consider that of taxation by far the more important. Nothing could be more iniquitous than to double tax the saving and the prudent, but this is done when life insurance premiums are held up for revenue.

What would be the result if the depositors in savings banks were compelled to pay a state tax of 2 per cent. on each deposit made, and an additional 2 per cent. on the total amount on deposit, and yet this is practically the form that taxation takes in life insurance. The policyholders are paying an average of about 2 per cent. on their premiums while the proceeds of the policies are subject to local taxation when invested.

You will find a further field for the development of association work in the systematic education of your respective communities in the objects of life insurance and the good it has accomplished. At the present time the papers are filled with pages of testimony in explanation of the methods of several companies, and in many instances the testimony is accompanied by editorial matter, which leads the impulsive and hasty to imagine that all of the companies are on trial and every official an object of suspicion.

We are told that a paper to sell must be newsy. Every mistake and transgression in life insurance comes under this head. The hundreds of millions of dollars safely and honestly invested—the many companies prudently and conservatively managed—the men who have a high regard for responsibility will remain unnoticed unless they furnish a pretext for news. Mistakes or transgressions should not be overlooked or condoned, but a spirit of fairness and the desire “to diffuse amongst the people correct information on all interesting subjects” should lead the papers to give some space to the favorable side of our business, without which fair and impartial judgment cannot be reached.

During the present agitation I have not seen an article in commendation of the conservative and economically managed companies; nor have I seen an article setting forth the ability of each and every company to pay its contracts, nor a single caution to policyholders to be slow to surrender their insurance.

To those engaged in life insurance the following extracts from a recent article in “The Atlantic Monthly” will appeal:

“We need a change by which the honest merchant, banker, or professional man will feel himself less helplessly isolated through his honesty than he might reason-

ably conceive himself to be, from what he gets to read at the news stands."

"There has never been a time when our country has needed to have ideals of service made more fresh and attractive or when the real work of the world, done by its sane, healthy and kind-hearted workers, needed greater recognition."

Fortunately there are many men in life insurance whose ideas and deeds are in keeping with the views recently expressed by the president of one company:

"The business of life insurance is a serious business. In no other commercial transaction does one party repose so great confidence in the other. The insured, often by means of great self-denial, entrusts to the company the discharge of its obligations to his family after he is dead. He commits to the insurance company a portion of his estate, and concerning that portion appoints the company his trustee, the executor of his will and the guardian of his children. Such a responsibility, or any share therein, is not to be assumed lightly, nor considered as an opportunity for gain or for the gratification of personal ambition."

In Hartford we are fortunate in the matter of publicity regarding our insurance companies, the papers recognizing the important part that insurance of all kinds plays in the affairs of our city. In nearly all of our papers an insurance column is printed at stated intervals containing items of interest pertaining to our companies, while the annual reports and important transactions are specially reviewed. Moreover, insurance in its many branches has been the leading interest of Hartford for so many years that our community has been educated to an intimate knowledge of the companies' affairs and methods, thus forming one vast auditing committee, from which no serious mistakes or defections could be concealed.

Sometimes I think that if our contracts were bought and sold on Wall Street—gambled in if you please—we should enjoy in some measure, the country over, the publicity which is given in Hartford to the affairs of our insurance companies and that is given in all places to the finances and transactions of railroad companies. But inasmuch as our statements and transactions are not a

basis of market values and the good we are doing does not furnish news we are denied a privilege which the nature and the extent of our business should confer, and ignorance and prejudice are fed on indiscriminate criticism. In this commercial age we can hardly hope for an extensive recognition of life insurance by the press, unless we give out matters of equal importance with those now being considered but you should make the effort to educate the public to distinguish between matters subject to censure and those subject to praise.

There is much need for education—some for explanation, but there is none for the necessity of apologizing for our business as a whole. Mistakes have been made and some men have forgotten their responsibilities, but in the main there is no business of equal magnitude that has been conducted with greater success, more honorably, or more to the benefit of the public at large, than life insurance. [Applause.]

Mr. George A. Brinkerhoff, New York—I move that we give Mr. Lunger our hearty thanks for his very able and instructive address.

The motion was carried.

President Dolph—The next business of the convention is the report of the executive committee.

Chairman E. H. Plummer of Philadelphia presented the following report:

Report of Executive Committee.

Members of the Convention: The executive committee takes pleasure in submitting herewith its annual report for your consideration.

Immediately following the adjournment of the convention at Indianapolis, the committee assembled and organized for the work of the past year. The principal meeting was the mid-year meeting held at Philadelphia, April 13, 1905. The following were present:

President John Dolph.

Second Vice-President William Van Sickle.

Treasurer Eli D. Weeks.

Secretary Ernest J. Clark.

Ex-Presidents—James L. Johnson, Thomas H. Bowles, Philip H. Farley, Richard E. Cochran, I. Layton Register and E. H. Plummer.

Members—J. W. Iredell, Jr., Stephen F. Woodman, William G. Carroll, George A. Brinkerhoff, A. J. Birdseye, E. G. Richie, M. H. Goodrich, J. Perley Kilgore, Pan-coast Kidder, John F. Brown, Frank Woolley, J. J. Mooney, Charles L. Whitfield, Theo. T. Johnson, Henry Abels, D. R. Midyett and George H. Sutton.



Twenty-seven members in all being present, the largest, I believe, in the history of the association. The attendance alone emphasized the great interest in the work of the association and marked the character of enthusiasm that has accompanied the administration of President Dolph from the beginning.

The president made a most interesting report, showing that he had visited some twenty-seven local associations and addressed them in the interest of the cause. In most every instance he found the local associations in good condition, and he was received with great enthusiasm.

The other officers of the association made formal reports as did the chairman of the various standing committees, all of which showed that the association was in excellent condition and fulfilling its mission in a satisfactory manner.

The report of Vice-President Van Sickle, which showed that he was giving very earnest attention to association matters and was doing everything within his power to advance the interests of the local and national associations, was received with much satisfaction.

The ways and means of strengthening the associations now in existence and the organization of new ones were thoroughly considered, the prevailing sentiment being, that while it was important to organize as many associations as possible, provided they could be placed upon a self-supporting basis, yet care should be exercised in keeping those associations already in existence in a strong and vigorous condition.

At said meeting arrangements were made for this convention and we are indebted to our members, Messrs. A.

J. Birdseye and Eli D. Weeks, for the interest they have taken and the efforts they have put forth towards making this convention a success.

On that occasion the Philadelphia Association of Life Underwriters gave a banquet in honor of the executive committee, at which addresses of the highest order of merit were delivered by distinguished men, which addresses emphasized the great benefits of life insurance, the necessity for the development of character as an element of strength in our business, and the splendid results that should necessarily follow such an organization as this. For this most hospitable entertainment we take this opportunity of making public acknowledgment.

During the year ten new associations have qualified and were elected to membership in the national body, namely, Syracuse, Fort Wayne, Los Angeles, Oregon, Springfield, Ill., Virginia, Mobile, Ala., Birmingham, Ala., Port Huron and Stark County, Canton, Ohio, making the total number reported and in good standing for the year forty-five, a gain of fourteen over last year.

The finance committee reports through its chairman, Mr. E. O. Sutton, that no special questions have arisen during the past year for consideration, other than what was submitted at the mid-year meeting in connection with the extension fund, to which reference is made in another part of this report.

Report of Committee on Topics.

Hartford, Conn., Sept. 19, 1905.

Everett H. Plummer, Esq., Chairman Executive Committee:

Dear Sir—Your committee on topics submits for consideration the following topics for the five-minute discussions at the annual convention in Hartford, Conn.:

1. Life Insurance the Highest Type of Commercialized Beneficence.
2. The Essential Requisite of Permanent and Best Success of a Life Insurance Agent.
3. The Duty of Agents in Respect to Life Underwriters' Associations.
4. What Qualifications Should be Considered Indispensable in a Candidate for Membership in a Life Underwriters' Association?

5. Possibilities of Development in the Business of Life Underwriting.

In presenting these topics, your committee would renew the recommendation of last year's report that as careful preparation be given to this as to any feature of the convention exercises. Experience has shown that its complete success can only be assured when a good number of delegates of ability and fertility of ideas, and who are accustomed to public speech, come to the convention pledged to speak to each topic. When this plan is followed a general debate is quite sure to ensue. In the absence of pre-arrangement the discussions have either painfully dragged or failed altogether.

The unbroken sessions of the Indianapolis convention made it possible to give exhaustive treatment to the entire list of topics presented by the committees. A recurrence of this experience can hardly be looked for at the coming convention. The suggestion is, therefore, renewed that the executive committee consider whether it is advisable to present a less number of topics than has heretofore been done.

Respectfully submitted for the committee on topics,
Stephen F. Woodman, Chairman.

Consideration of the subjects submitted will be given by the convention in regular order, and it is earnestly desired that those present will participate freely in the discussion and make this part of our meeting what it should be, one of the most valuable of the proceedings.

Report of Committee on Prize Essays.

Hartford, Sept. 19, 1905.

E. H. Plummer, Chairman Executive Committee, National Association of Life Underwriters:

My Dear Mr. Plummer—In behalf of the prize essays committee I beg to report that the 1905 topic, "Loyalty as a Factor in the Development of an Agent," has proven a popular one, and the National Association is to be congratulated on the interest manifested and the excellence of the essays submitted.

The committee of award which passed on the essays consist of Miles M. Dawson, consulting actuary, New York; Prof. James W. Glover, of the University of Michigan, Ann Harbor, and Edson P. Rich, general counsel of the Union Pacific Railroad Company, Omaha. These

gentlemen who are of high rank in their respective professions, deserve special mention for their careful, thorough and conscientious work in passing on the essays. The report of the committee of award is being prepared by the chairman, Mr. Dawson, and will follow later.

I desire to express my appreciation of the cordial and earnest co-operation of the other members of the prize essays committee in the work of our committee, which has been most pleasant and agreeable.

With personal regards and best wishes for a successful annual meeting at Hartford this month, I remain,

Yours very truly,

Charles E. Ady,

Chairman of Prize Essays Committee.

The rules governing the contest have been printed in the manual on former occasions and have been furnished to the committee of award and their decision given in accordance therewith.

The report of the committee on statistics has been made by its chairman, Mr. J. W. Iredell, Jr. The same is in printed form as usual and will be distributed for the benefit of members at this convention. Your earnest attention is invited to said report.

One of the most valuable and interesting publications for the benefit of the members of this and the local associations, is the report of the committee upon statistics. Its preparation involves a great deal of time and labor. It enables us to see at a glance the condition of each association, while it gives a complete record of the important events of the past. The committee, however, labors under great difficulty, for the reason that the secretaries of some associations do not supply the needed information as early as is desired, which necessarily embarrasses the committee as convention time draws near. The executive committee earnestly urge that hereafter the reports from the various associations to this committee be not delayed.

The committee upon transportation, through its chairman, Mr. J. W. Fitzpatrick, performed its duties in a most satisfactory manner. As a consequence all delegates to this convention are entitled to tickets at a cost of one and one-third fare.

The following resolution from the executive committee was adopted by the association at the convention last year:

Resolved, That a committee of three, of which H. H. Ward shall be chairman, be appointed by the chair to formulate a plan to increase the efficiency of the National Association, with power to raise funds to carry out such plans; such committee to act in conjunction with the president and chairman of the executive committee and to report to that committee.

The committee consisted of H. H. Ward, Cleveland; W. D. Wyman, Chicago; Richard E. Cochran, New York; John Dolph, Cincinnati, and E. H. Plummer, Philadelphia. President Ward's idea of a salaried organizer was abandoned, and in its place it was proposed that the president of the National Association should personally supervise the work, and should delegate the details to the three vice-presidents. The general plan embraced an effort to increase the membership among existing associations as well as missionary work in new places, the latter work to be handled by the president and vice-presidents, and the former very largely by the local associations themselves.

As a result of this movement subscriptions were received from the following associations, namely, Baltimore, \$100; Chicago, \$250; Philadelphia, \$200; New Hampshire, \$10; Connecticut, \$60; Western Massachusetts, \$25; New York, \$250; Indiana, \$25; Pittsburg, \$50; Cincinnati, \$100; St. Louis, \$110; Springfield, Mass., \$25; Toledo, \$100; Boston, \$200; Cleveland, \$100; total \$1,605. Amount already paid to the treasurer \$1,180.

In their effort to increase the efficiency of the association the officers have taken up the work in a manner perhaps not contemplated when they were chosen to office. President Dolph and Vice-President Van Sickle have been actively engaged throughout the year and have performed their duties free of expense to the association, contributing of their time and means cheerfully in behalf of the cause.

That there will be ample opportunity to use such a fund for the good of the association, is amply set forth in the president's address and the executive committee would recommend, if agreeable to the various associa-

tions who have subscribed, that the subscriptions should all be collected and the fund placed to the credit of the association for such use as experience dictates, subject to direction by the executive committee. That the fund will be used judiciously by those to whom it will be entrusted, there can be no doubt.

During the past year the office of secretary has been an exceedingly busy one, made so by the energy and earnestness with which Mr. Clark has performed his duties. He has organized the work and instituted such an excellent system that the entire association movement is receiving an impetus because of his splendid efforts. This he has done practically at his own expense, but we are sure the association would not have this continue. We, therefore, recommend that the sum of \$50 per month be appropriated for an assistant to the secretary, said sum to be used as in the judgment of the secretary seems best.

The committee upon local associations, of which Mr. J. D. Boushall is chairman, has largely confined its work in endeavoring to organize local associations throughout the South. An interest in connection with local associations has been created in Oklahoma City, Montgomery Ala., Macon, Ga., Columbia, Tenn., and while they report no associations organized in these sections at this meeting, nevertheless, they indulge the hope that the national body will soon have some strong southern associations in its membership.

The National Association is now sixteen years old. It came into existence through an almost spontaneous movement from the great body of honorable life insurance agents throughout the country. From the day of its organization to the present time, it has been well and successfully managed, and those who have been honored in being chosen to office have been willing to give of their time and means for the benefit of the association.

Reference is frequently made to the sacrifice of time which must be made if the work is to be carried forward successfully. To be chosen an officer of this association is an honor which should not be regarded lightly. True, its duties and responsibilities require much time, labor and thought, but such honors are worth all that they cost.

It is a noble cause in the interest of the business in which we are engaged. Surely we owe something to our day and generation and the business which we represent. Selfishness has no place in such work as this. It calls for men of large and liberal mold, who appreciate that it is not what we do for ourselves, but what we do for others that makes the world go right.

As we are practically electing new officers each year, it would seem that men should be willing to give a portion of their time in the interest of an association which means so much to their own business and those connected with it. The distinction they receive and the confidence reposed in them by their associates and fellow-workers in calling them to office is an honor not to be undervalued.

As heretofore, it is recommended that the National Association continue to assume the publication and sale of the proceedings of the annual convention. This book has become a necessity, and as it increases in size, it also increases in value and interest. No member of an underwriters' association should be without a copy each year. Indeed, every man engaged in the business of life insurance would profit by having the book, and all who can should have a complete set. Delegates to this convention are urged to subscribe for the book, and it is hoped that each association will see that a sufficient number is ordered to make its publication and sale a success.

This association has never failed in giving due recognition to the great interest which the insurance press has always manifested in both the local and national associations, as well as what they have done and are now doing in behalf of life insurance. If possible, we want to emphasize this more strongly than ever upon this occasion. To speak plainly they have become a part of our organization and we look to their columns to successfully promulgate our work. Their willingness to cooperate with us and the cheerfulness with which they give notices of everything of interest that transpires, as well as to publish our proceedings from time to time, is much appreciated and their presence at our conventions gives added pleasure and satisfaction to all. We value their friendship and assistance, and extend to them our cordial greeting.

On this anniversary occasion, it is well to indulge in a little retrospect. No movement in connection with life insurance has been productive of so much good to the companies and agents alike as the local and national associations. These associations were not organized for the purpose of dictation, or for hasty and inconsiderate action, nor as an attempt to interfere with, or reform those things which do not properly belong to them, but for co-operation, mutual acquaintance, a knowledge of each other, which in themselves, when honest motives prevail, develop a sentiment, which will eliminate existing evils and prevent the growth of new ones. That what was hoped for in this respect is gradually becoming accomplished must be apparent to all who have watched the results of friendly intercourse and united action. In each association there exists a confidence and respect among the members that is both manly and sincere. Competition has become more dignified and honorable, and agents everywhere that are under the influence of these associations, have a higher appreciation of each others' rights and give due recognition to them. Let me briefly illustrate: When this association came into existence, the extreme heat of competition and the methods employed in the procurement of business had developed a condition which showed an absolute lack of confidence in each other. We were impressed with the idea that no life insurance company was worthy of confidence, except the one we individually represented. A system of bitter and malicious attacks upon companies was frequently indulged in, and no company was allowed to escape. Misleading and deceptive literature was freely sought and as freely used, and so we might go on reciting instances, like these of which you are all familiar, as a result of the old methods and practices, borne of ignorance, prejudice and a lack of honorable manhood.

Sixteen years have elapsed and look at the situation today. Almost every representative of a regular company is a member of these associations and enjoying the confidence of his brother agents. The most friendly relations exist and a spirit of fellowship is manifest on every hand. If we compare the ethics of this business with that of any other it would be difficult to find a body of business men who in daily rivalry, speak so favorably

in behalf of a competitor, or a competitor's company as do the members of these associations, and in saying this we are conscious of the fact that we have not yet fully attained those conditions, which we hope will ere long prevail.

As regards the recognition given to the companies a wonderful change has taken place. We no longer hear of attacks being made upon the financial condition of any company, but each company along with its representative is accepted in good faith and accorded every opportunity to do business, and this condition is alone due to the observance of the principles enunciated by these associations. In other words, the atmosphere surrounding our business in a large measure has become purified. Ignorance and prejudice have given away to intelligence and confidence. By association and personal contact, we have learned to know and understand more clearly ourselves, our business and each other and we all share in the benefits resulting from this higher and wholesome knowledge.

We have demonstrated that organized effort is the modern force in the field work of life insurance and that in concerted action lies the hope of our business, and that by constant, faithful work in the line of upbuilding, uplifting and purifying life insurance will command more perfectly than ever the confidence of the people. To be more specific—life insurance for the past few weeks has been subjected to a severe ordeal and the members of these associations have been given opportunity to prove their good intentions by good deeds. That they have stood true to the principles of this association is beyond question.

But what if the old conditions prevailed? A moment's reflection by those who see through the eye of experience, and can look back, can appreciate at once the great value of life underwriters' associations to the business of life insurance. He who would take advantage of the present situation and for a paltry commission, scalp the policy in a solvent company of the man who is in doubt as to what is the best thing to do, is unworthy the name of life insurance agent, and this business should have no place for those who wilfully seek to destroy confidence in another company.

These are days when the spirit of brotherhood takes precedence, when the real man remembers that it is his brother's business and the welfare of his brother's company that is at stake, and that in proportion as he does justice to both, the interests of life insurance in all its integrity is maintained and the prosperity of this association and all that it stands for, preserved.

The purpose of this association is to teach men that the day has gone by for unsettling a policyholder in a good company and that the day is at hand for cementing faith in life insurance, and, which experience shows, brings larger gains and without the sacrifice of principle of manhood.

In the hurry of business we sometimes lose sight of many things which contribute to the success of our business. Indeed it was not until life underwriters' associations were organized that men, eminent in the professional, scientific and business walks of life, were afforded an opportunity to give public expression to their confidence in the institution of life insurance, and advocate it as one of the greatest blessings to the human family. This they have done all over this country and to such an extent and in so terse a manner as to command our gratitude and praise. Who can measure the value of these public addresses from the foremost men of our day, all of which as well as the occasions upon which they have been delivered, have served to give a more healthful tone to our business and place it upon that high plane it so richly deserves! And so in these associations we have a power for good which if wisely used will be of inestimable value to our companies and to agents everywhere.

The history of our association has not been without its shadows and its sorrows. We have been summoned to mourn some of the worthiest of our elect. Your eyes still moisten as you recall our first lamented president, George N. Carpenter, whose genial humor and exuberant spirit lightened and brightened your early assemblages. You keep in undying honor the fragrant memory of other brothers who have crossed the dark river. Col. Chauncey M. Ransom, the founder of the association, who gave of his life and means so generously for the men of the field, whom he loved as he did the business of life insurance, which he prized as sacred above all

others. Major Calef, whose memory we cherish and whose loving cup will pass from hand to hand on this occasion and which symbolizes the good fellowship his life imparted, and which he would have continued through this association until time is no more. Ben Williams, whose beautiful gift for the winner of the second prize essay, but typifies the noble deeds which characterized his life and association among us. Ayers, Tillinghast, Haskell, Stearns, Radcliffe, Ferguson and many others, all imbued with the true spirit and all of them leaving the heritage of worthy lives in behalf of the cause.

But while our ranks have been broken we are still rich in original associations. Who can forget Major Ashbrook, Lippincott, Phelps, Dyer, Kendall, Staniels, Johnson, Register, Woodman, Janney and many others who on that memorable occasion at Boston and all down through the history of this association have exerted an influence that has been potent for the good of life insurance and the life insurance agent! Men who have prized character and nobility of soul in our work above all else; whose very presence and splendid bearing have given zest to our work and inspired within us the noblest impulses of duty and right. And so with the splendid names coming among us from year to year, worthy to carry forward our work, the association is in position to be of even better service than ever before.

We are all proud of President Dolph, whose administration has been eminently successful, and whose lofty sentiments and high ideals in the excellent addresses he has made, has given the association a higher name. He brought to his high office a splendid personality; he has faithfully and ably performed its duties and has shown a zeal and devotion to the cause which calls for our most grateful recognition.

Fortunate indeed was the association in the selection of Secretary Clark. Taking up the arduous labors almost entirely new to him, he has shown an executive ability and has performed the duties of his office with such courtesy and success as to command the respect and merit the commendation of the craft everywhere.

Eli D. Weeks, rightfully honored as the "grand old man" of the association, and whose fidelity to duty and

loyalty to the association has won our lasting regard. Modest and unpretending, he has a kind word for all and we all love him.

Members of the convention, the gathering of delegates such as this from all parts of the country, who entertain a common faith, who are kindred in interests, purposes and spirit is illustrative of the spirit of the times. The tendency to get together is almost irresistible. Being organized to promote a general undertaking it displays a fellowship that is potent to an astonishing degree. Therefore on this sixteenth anniversary occasion let me entreat you to value your association as befitting the great business which you represent, keeping ever in mind that the ties which bind us together are mightier than the barriers that separate us. And may your future history be as successful and glorious as your past.

On behalf of the executive committee,

E. H. Plummer, Chairman.

Report of Committee on Statistics.

To the Executive Committee of the National Association of Life Underwriters: Gentlemen—After carefully examining the reports of the local associations, your committee submits the following:

Members of Local Associations, 1905.....	2,032
Members of Local Associations, 1904.....	1,558
Gain.....	474
Attendance (approximate), 1905.....	1,047
Attendance (approximate), 1904.....	754
Gain.....	293
Regular Meetings, 1905.....	269
Regular Meetings, 1904.....	173
Gain.....	96
Managers and General Agents Members, 1905.....	1,024
Managers and General Agents Members, 1904.....	415
Gain.....	609

Referring to the figures given for 1904 in this report, it will be observed that they are less than those given in the last report of this committee, as printed. In explanation will say, that for some unknown reason, the reports of eight associations that paid no dues to the Na-

tional Association during 1904, therefore, according to the constitution, were not members, were sent to this committee. The natural supposition being that said associations were in good standing, and in the absence of advice to the contrary, their reports were included. This makes a correction necessary at this time.

Thirty-nine associations were included in our last report. The correct number in good standing was thirty-one. This year we have reports from forty-five associations (including some reinstatements) a gain of fourteen. There are no associations included this year that are not in good standing and the gain in all directions is very gratifying.

The new associations admitted to membership are as follows:

Life Underwriters' Association of Birmingham; Life Underwriters' Association of Los Angeles; Life Underwriters' Association of Mobile; Northern Indiana Life Underwriters' Association; Life Underwriters' Association of Oregon; Life Underwriters' Association of Port Huron, Mich.; Life Underwriters' Association of Springfield, Ill.; Life Underwriters' Association of Syracuse; Life Underwriters' Association of Virginia; Stark County (Ohio) Life Underwriters' Association, making in all ten new associations.

Associations have also been organized in Evansville, Ind., Lansing, Mich., and San Antonio, Tex., but up to the time of making this report they had not affiliated with the National Association.

Associations disbanded in 1903: The Columbus (Ohio) Association of Life Underwriters, Central Life Underwriters' Association of Pennsylvania, Providence Life Underwriters' Club. Vermont Association of Life Underwriters is active, but has not affiliated since 1903.

This year a new question was asked in the report blank—"How many companies are not represented?" Several of the associations did not answer the question, but a sufficient number of replies were received to enable your committee to form some idea as to conditions in different cities. The reports show that there are many companies not represented in the local associations, for instance—Baltimore, 7 companies are not represented; Boston, 6; Chicago, 34; Cincinnati, 12; Cleveland, 28; New York, 14;

Pittsburg, 17; Philadelphia, 29, which would indicate that certain companies are not interested in association work.

A majority of the reports show a good degree of interest manifested in the work. A few secretaries report that the interest is "fair," and some report that very little interest is manifested and few meetings are held. If, under these conditions, the gains above referred to were made, what might be accomplished if every agent would become an active and enthusiastic member of local associations.

It may be interesting to know the time of meetings of the various associations. In a majority of cases the evening appears to be preferred, most meetings being held at from 5:30 to 6:30 p. m. A number of associations have meetings at noon, and a few early in the afternoon, while some have both noon and evening meetings.

We quote below answers to some of the questions contained in the reports of the local associations:

Question No. 8.—Has any law been enacted in your state during the past year on life insurance?

North Carolina.—One requiring home companies to deposit securities with insurance commissioner, and insurance commissioner to register all policies.

Question No. 9.—Have there been any legal proceedings of importance in your state bearing in any way on life insurance interests?

Indiana.—Access has just recently been refused by state auditor to the statements of the state companies on file in his office.

Minneapolis.—Understand insurance commissioner is now considering the legality of board contracts.

St. Louis.—Case of Westerman vs. Endowment Rank, K. of P., in which Missouri supreme court ruled that the non-forfeiture statutes applying to regular life companies apply also to assessment and fraternal. Motion for rehearing is pending.

Question No. 10.—Has your association passed resolutions or taken any action during the past year which you deem of interest to this committee?

Baltimore.—"Modified by-laws, so as to admit as associate members solicitors and others connected with life insurance interests."

Birmingham.—“Resolution passed May 1, 1905, ‘That the members of this association will discourage all attempts on the part of their agents to ‘twist’ or otherwise interfere with the policies in the Equitable Life, or in any manner take advantage of the present unfortunate trouble of that company. Furthermore, the members of this association will decline to receive applications where it is clearly shown that the policy applied for is to supplant an Equitable Life policy.’”

Dayton.—“To publish list of all members of the association regularly, as suggested by the National Association.”

Western Massachusetts —“Have been issuing to members certificates of membership, also advertising in the daily papers a list of members in good standing.”

Minneapolis —“Admit only representatives of legal reserve companies not placing new business on preliminary term first year or operating expenses through a subsidiary agency company.”

New Hampshire.—“Fought adverse legislation.”

North Carolina.—“Resolution was passed that appointed a committee to look into the advisability of requesting national instead of state supervision of insurance companies.”

Cleveland.—“A resolution was passed that a lawyer be retained for one year, without a retainer fee, to investigate all reported cases of rebating and unlicensed agents. We have a fund of \$355 for this work, called the anti-rebate fund.

Note.—The insurance commissioner of Ohio has revoked many licenses during the last two years, on account of agents rebating premiums.

We believe that if more attention was given to answers to the above questions, much valuable information would be secured.

Referring to the tabulated report, a great diversity of answers will be noted to the question—“Do the members of your association observe the (anti-rebate) law?” None has come out boldly and answered “No,” but the majority of reports give very indefinite answers, which would appear to be an indication that the rebaters are not all dead. A number of associations report “No law,” showing that there is work to be done by said associations in having an anti-rebate law passed by the

legislatures, and, what is more important, enforced. There is no doubt but what this great question would be practically solved if the existing anti-rebate laws were enforced against the rebating persons.

We have again included in our report extracts from the late Col. C. M. Ransom's historical paper, read at Milwaukee, September, 1897, entitled, "Origin and Growth, Present and Future of Life Underwriters' Associations," also the chronological record of our association, which we believe, will be interesting reading to those who are not subscribers for the annual reports.

Respectfully submitted,

J. W. IREDELL, JR.,
JAMES C. BIGGERT,
L. D. WILKES,
J. S. KENDRICK.

HISTORICAL.

Extract from Col. C. M. Ransom's paper, read at Milwaukee, September, 1897.

Origin and Growth, Present and Future, of Life Underwriters' Associations.

I cannot better introduce my remarks than by saying that the first life underwriters' association was organized in Cincinnati, Ohio, in 1872, at my instigation, as stated in the Cincinnati Enquirer in a report of a banquet extended to the executive committee of the National Association of Life Underwriters by the Cincinnati Association, on April 22, 1897. The idea of association among life agents was first suggested to me in 1870 by the demoralized condition of the agency business in Cincinnati and elsewhere. It was not until 1872, however, that the efforts expended in trying to induce agents to organize were successful. During that year the agents of Cincinnati, realizing that something should be done to overcome demoralization, got together and launched the Cincinnati Association of Life Underwriters. As stated above, this association was the first of its kind, and in its initiatory stages bid fair to be productive of much good to the business of life insurance. Later in that year the example of the Cincinnati agents was followed by Cleveland agents, and the Life Underwriters' Association of Cleveland was formed.

In 1873 the two associations consolidated under the name of The Ohio Association, and existed until 1876.

In April, 1873, an association was organized at St. Joseph, Mo., called The Life Underwriters Association of St. Joseph, Northwestern Missouri, and Doniphan County, Kansas. This association existed for only a short time.

For the facts in connection with this early record, I have refreshed my memory by reference to the files of the Baltimore Underwriter, which was then published by the firm of Bombaugh & Ransom.

The National Association of Life Underwriters—Chronological Record of Events.

1890.—June 18, 19. National Association of Life Underwriters organized at Parker House, Boston, with fourteen associations as members, viz: Baltimore, Boston, Chicago, Cleveland, Nebraska, New York, Western New York, Maine, Michigan, New Hampshire, Philadelphia, Pittsburg, Providence and Vermont. C. M. Ransom, honorary member. Officers elected: President, George N. Carpenter; secretary, E. H. Plummer; treasurer, William Ratcliffe; chairman of executive committee, Ben S. Calef. Thursday evening—Complimentary dinner by the Boston Association at the Parker House, D. N. Holway presiding.

October 28. Meeting of the executive committee at Hotel Brunswick, New York; eighteen present. Banquet in honor of the committee by the New York Association at Delmonico's. The following associations were admitted to membership during the year 1890-91: Cincinnati, Connecticut, Indiana, Kansas City, District of Columbia, the Carolinas, Minnesota, and Wisconsin—8.

1891.—March 28. Meeting of the executive committee at Hotel Rennert, Baltimore; eleven present. Banquet in honor of the committee by Baltimore Association at Merchants Club.

June 16. Delegates en route to annual convention at Detroit entertained by the Cleveland Association.

June 17, 18. Second annual convention at Hotel Cadillac, Detroit, President George N. Carpenter presiding. Papers by George P. Haskell and Charles H. Ferguson. Officers elected: President, Charles H. Raymond; secretary, E. H. Plummer; treasurer, William Ratcliffe; chairman of executive committee, C. E. Tillinghast. Thursday evening—Banquet at Hotel Cadillac by the Michigan Association, W. T. Gage presiding.

October 28, 29. Meeting of executive committee at Hotel Brunswick, New York; nineteen present. Banquet by New York Association, evening of the 29th, at Delmonico's. The following associations admitted to membership during the year 1891-92: Kentucky, New Jersey, Kansas, Eastern New York, Louisiana, Tennessee, Alabama and Texas—7.

1892.—May 25, 26. Meeting of executive committee at Hotel Wellington, Chicago; fifteen present. Banquet by Chicago Association, evening of 26th, at Hotel Wellington.

September 21, 22, 23. Third annual convention at Carnegie Music Hall, New York, President Charles H. Raymond presiding. Papers by George N. Carpenter and Joseph Ashbrook. Officers elected: President, C. E. Tillinghast; secretary, E. H. Plummer; treasurer, William Ratcliffe; chairman of executive committee, Ben S. Calef. Friday evening—Banquet by New York Association at Delmonico's, Tilden Blodgett presiding. The following associations admitted to membership during the year 1892-93: Georgia, Iowa and Virginia—3.

1893.—April 5, 6. Meeting of the executive committee, Continental Hotel, Philadelphia; fourteen present. Banquet given by the Philadelphia Association April 6 at the Continental Hotel.

September 5. Meeting of the executive committee at Hollenden Hotel, Cleveland; thirteen present.

September 6, 7, 8. Fourth annual convention at Chamber of Commerce assembly rooms, Cleveland, President C. E. Tillinghast presiding. Papers by Henry W. Smith, editor United States Review, and C. E. Staniels. Officers elected: President, Charles H. Ferguson; secretary, E. H. Plummer; treasurer, William Ratcliffe; chairman of executive committee, George P. Haskell. Banquet by the Cleveland Association, evening of September 8, at the Hollenden Hotel, F. A. Kendall presiding. The following associations, by reports to date, admitted to membership during the year 1893-94: Alabama, Denver, District of Columbia, Tennessee and Topeka—5.

1894.—March 14, 15. Meeting of executive committee at Monongahela House, Pittsburg; fourteen present. Banquet by the Pittsburg Association on evening of March 15 at Monongahela House.

June 20, 21, 22. Fifth annual convention at Recital

Hall, Auditorium building, Chicago, Ill., President Charles H. Ferguson presiding. Addresses by Hon. Willard Merrill and Charlton T. Lewis, Esq. Paper by George W. Phillips. Officers elected: President, E. H. Plummer; secretary, George F. Hadley; treasurer, C. A. Weidenfeller; Chairman of executive committee, George P. Haskell. Evening of June 21—Banquet at the Auditorium, given by the Chicago Association, Vice-President Charles B. Soule presiding, owing to the illness of President John K. Stearns.

1895.—March 20, 21. Meeting of the executive committee at the Shoreham House, Washington, D. C.; sixteen present. Banquet by the Association of the District of Columbia, at the Shoreham House, evening of March 21.

October 23, 24, 25. Sixth annual convention at New Central Drawing Room, Philadelphia, Pa., President E. H. Plummer presiding. Addresses by Hon. Samuel R. Shipley, president Provident Life & Trust Company, and Emery McClintock, actuary Mutual Life Insurance Company. Papers by John K. Stearns and James L. Johnson. Officers elected: President, Ben S. Calef; secretary, L. D. Drewry; treasurer, Eli D. Weeks; chairman executive committee, Ben Williams. Evening of October 25—Banquet at the Continental Hotel, given by the Philadelphia Association, President E. H. Plummer presiding.

1896.—April 23, 24. Meeting of the executive committee at the Plaza Hotel, New York City; seventeen present. On the evening of April 23, the executive committee attended in a body the meeting of the New York Association at Muschenheim's Arena.

October 7, 8, 9. Seventh annual convention at Banquet Hall of the Arlington Hotel, Washington, D. C., President Ben S. Calef in the chair. Addresses by Wm. T. Standen, actuary United States Life Insurance Company, and H. R. Hayden, editor of the Weekly Underwriter. Papers by Henry C. Ayers and James W. Janney. Officers elected: President, David S. Hendrick; secretary, E. W. Christy; treasurer, Eli D. Weeks; chairman of executive committee, Ben Williams. Banquet by the Association of District of Columbia, evening of October 8, at the Arlington Hotel, Simon Wolf presiding.

1897.—April 21, 22. Meeting of the executive committee at the Burnet House, Cincinnati; eight present. Ban-

quet by the Cincinnati Association, evening of April 21, at the Burnet House.

September 15, 16, 17. Eighth annual convention at Masonic Hall, Milwaukee, Wis., President David S. Hendrick in the chair. Addresses by J. A. De Boer, actuary of the National Life Insurance Company, and C. A. Loveland, actuary of the Northwestern Mutual Life Insurance Company. Papers by Col. C. M. Ransom and Charles N. Pickell. Officers elected: President, Thomas H. Bowles; secretary, E. W. Christy; treasurer, Eli D. Weeks; chairman of executive committee, Ben Williams. Banquet by the Wisconsin Life Insurance Agents' Association, evening of September 18, at Hotel Pfister, Harry S. Fulton presiding.

1898.—February 16, 17. Meeting of the executive committee at the Bates House, Indianapolis; six present. Owing to serious illness, Ben Williams, chairman, was not able to be present. Banquet by the Indianapolis Association, evening of February 16, at the Bates House.

August 17, 18, 19. Ninth annual convention at Century Hall, Minneapolis, Minn., President Thos. H. Bowles in the chair. Addresses by F. C. Oviatt of the Philadelphia Intelligencer, and Judge B. M. Koon of Minneapolis. Paper by D. N. Holway of Boston. Officers elected; President, R. E. Cochran; secretary, E. W. Christy; treasurer, Eli D. Weeks; chairman executive committee, I. Layton Register. Banquet by the Minneapolis Association, evening of August 19, at the West Hotel, I. Kaufmann presiding.

1899.—February 15, 16. Meeting of the executive committee at the Continental Hotel, Philadelphia; eleven present. Banquet by the Philadelphia Association at the Union League Club, evening of February 16.

July 11. Meeting of the executive committee was held at the Hotel Iroquois, Buffalo, N. Y., Mr. I. Layton Register, president, in the chair; fifteen members present.

July 12, 13, 14. Tenth annual convention of the association was held at Buffalo, in the hall of the Woman's Educational and Industrial Union, which was especially and beautifully decorated for the occasion. More than one hundred delegates were present; Mr. Richard E. Cochran, president of New York Association presided.

Interesting and instructive papers were read by the following well-known gentlemen: Mr. George E. Ide, president of Home Life, subject, "The Life Underwriter"; Dr. J. A. Fowler, of the American Exchange & Review, Philadelphia, subject, "The Premium Dollar"; Hon. Charles W. Dayton of New York City, subject "True Life Insurance"; Mr. L. Brackett Bishop of Chicago, subject, "The Business of Life Insurance." Hon. John M. Pattison, president Union Central Life Insurance Company, addressed the convention; subject, "The Dignity of Life Insurance." Officers elected: President, James L. Johnson, Springfield, Mass.; secretary, E. W. Christy, Cleveland, Ohio; treasurer, Eli D. Weeks, Litchfield, Conn. The Life Underwriters' Association of Western New York entertained liberally, the banquet at the Elliott Club being a grand affair.

1900.—April 23. The executive committee met at Hadden Hall, Atlantic City, N. J. Morning, afternoon, and evening sessions were held, and many important business propositions were submitted and discussed. Chairman I. Layton Register presided, twelve members of the committee and ex-president Thomas H. Bowles of Milwaukee were present.

September 11, 12. The eleventh annual convention was held at Saratoga Springs, N. Y. Headquarters were at the United States Hotel, and sessions were held in the Town Hall, which was courteously tendered by the municipal authorities. Over one hundred delegates and other prominent life underwriters were present.

The convention was called to order by the president, James L. Johnson; Rev. Dr. Carey of Saratoga led in prayer. The mayor, Hon. John Foley, extended a warm and hearty welcome.

After the address of the president, Mr. Charles A. Hewitt, editor Chicago Insurance Post, delivered a very eloquent address; subject, "Your Services to the World." The following papers were read: Oscar B. Ireland, actuary of the Massachusetts Mutual Life, subject, "Indestructible Truths; Do Two and Two always make Four?" John M. Holcombe, vice-president Phoenix Mutual Life, subject, "An Element in the World's Evolution." Presentation speeches for the prize essays were made by W. G. Carroll, president Philadelphia Association, and Dr.

J. S. Bloomington, editor of the Investigator. Officers elected: President, I. Layton Register, Philadelphia; secretary, Fred B. Mason, Chicago; treasurer, Eli D. Weeks, Litchfield, Conn. Banquet at United States Hotel.

1901.—May 7. The executive committee met at Hotel Manhattan, New York City; present, I. Layton Register, president; Fred B. Mason, secretary; Eli D. Weeks, treasurer; S. S. Day, George A. Cantine, W. G. Carroll, J. A. Goulden, James L. Johnson, W. H. S. Whitcomb, J. W. Fitzpatrick, George H. Sutton, B. F. Ess, E. H. Plummer, Richard E. Cochran, H. S. Fuller, S. F. Woodman, chairman. Reports from various committees were submitted. R. B. Moyer and William DeM. Hooper appeared before the committee, presenting information concerning the creation of a reference bureau. The committee was handsomely entertained by Col. John W. Vrooman at the Union League Club, and also by the New York Association.

September 11, 12, 13. The twelfth annual convention was held in the city of Portland, Me. Headquarters were at the Falmouth Hotel, and the sessions of the association were held in the reception rooms of the City Hall, kindly tendered by the city authorities. A hearty welcome was extended to the officers and delegates by the Mayor of Portland, Col. F. E. Boothby.

The addresses of Prof. William P. Stewart of the Mutual Life, and James H. Hyde, vice-president of the Equitable Life, were well received and fully appreciated. On account of the serious illness of President William McKinley, the banquet was omitted.

April 9. The executive committee held its mid-year session in Washington, D. C., the following being present: Stephen F. Woodman, chairman; W. D. Wyman, president, National Association; I. Layton Register, ex-president; Richard E. Cochran, ex-president; E. H. Plummer, ex-president; Eli D. Weeks, treasurer; H. S. Fuller, J. W. Fitzpatrick, J. A. Goulden, W. H. S. Whitcomb, J. W. Iredell, Jr., Philip H. Farley, Charles E. Ady, J. W. Harmon, F. A. Kendall, J. C. Biggert, L. D. Wilkes, A. J. Birdseye, J. Herman Ireland, John F. Makley.

1902.—October 15, 16, 17. The thirteenth annual convention was held at Cincinnati, O. Headquarters were at the Grand Hotel. The attendance was exception-

ally large and the members most enthusiastic, one hundred and sixty-four, representing some thirty-one associations, responding to the roll call. President Wyman, in his usual dignified but gracious manner, opened the proceedings. Acting Mayor Christie and John Dolph, president of the local association, extended a hearty welcome to the delegates. The first session was held in the convention hall of the Grand Hotel, but the large audience necessitated more commodious quarters, and the convention adjourned to the hall of the Y. M. C. A., where all its subsequent sessions were held. The convention was one of the most important ever held in point of attendance, topics discussed, and papers read, all of the latter showing much thought in their preparation.

After the address of the president, the following papers were read: Dr. Chas. L. Davis, medical director of the Union Central Life Insurance Company, subject, "The Medical Director and the Life Agent." Mr. Wm. M. Scott, of Philadelphia, subject, "Community of Interest." Mr. Franklin Webster, editor of the Insurance Press, subject, "The Age of Insurance." Mr. Haley Fiske, vice-president of the Metropolitan Life Insurance Company, subject, "The Relations of the Agency Force to the Public." Dr. S. L. Fuller of Chicago, subject, "1867-1902."

The members of the convention and guests, to the number of 250, assembled in the parlor of the Grand Hotel, Friday evening, the 17th, at 6 o'clock and the banquet was served shortly after. The room was decorated with flags, and on the wall above the toastmaster's chair was the following motto, in black letters on a gold background, the same that had graced the convention hall during the sessions:

N. A. L. U.

May we all be benefited by the comradeship which comes from meeting face to face, in the right kind of spirit, men with whom we differ—by getting into close personal touch with them and gaining the proper respect for the opinions and purposes of others whose aims are identical with ours.

Speakers at the banquet were President William D. Wyman, Col. Noah A. Plympton, toastmaster, Col. Wm. B. Melish, Cincinnati, subject, "What's the Use?" Hon. Judson Harmon, ex-attorney-general of the United

States, subject, "Life Insurance and Civilization"; Hon. J. H. Bromwell, M. C. Cincinnati, subject, "What's Ahead?" Hon. A. I. Vorys, commissioner of insurance for the state of Ohio, subject, "View from the Grand Stand." Hon. John M. Pattison, president of the Union Central Life Insurance Company, Cincinnati, was unable to be present, and his address was read by Mr. E. P. Marshall, secretary of the Union Central. Rev. Chas. Frederick Goss, Cincinnati, delivered an address on "Liabilities and Unreliabilities."

1903—April 15. Upon invitation of the Connecticut Association, the mid-year meeting of the executive committee was held at the Allyn House, in that notable insurance center, the city of Hartford, Conn. The twenty-one members present were as follows: President Philip H. Farley; first vice-president, D. F. Appel; third vice-president, J. S. Cameron; secretary, Fred B. Mason; treasurer, Eli D. Weeks. Ex-Presidents—Richard E. Cochran, James L. Johnson, and William D. Wyman, Chairman Stephen F. Woodman, W. G. Carroll, S. Hamilton Coe, J. W. Fitzpatrick, Dr. S. L. Fuller, T. F. Giddings, M. H. Goodrich, Col. J. A. Goulden, J. W. Harmon, J. F. Huntsman, Geo. H. Olmsted, Edward O. Sutton, W. H. S. Whitcomb. The committee was favored by having at the meeting Col. John W. Vrooman and Mr. George H. Sutton, of New York and Springfield, Mass., respectively.

October 13. The fourteenth annual convention was held in Baltimore beginning on Tuesday and continuing three days. The headquarters were at the Hotel Renert, where the executive committee met on Monday evening. The convention assembled in the hall of the Young Men's Christian Association building, almost opposite the hotel, on Tuesday morning, delegates to the number of about one hundred and fifty being present. The papers read were excellent, and the entertainment by the local committee was of the best. The distribution of prizes occupied considerable time, and the papers submitted in competition for the prizes were of an unusually high order. President Farley opened the proceedings, and after prayer by Dr. Edward B. Niver, D. D., rector of Christ's Church, Baltimore, Hon. Robert M. McLane, mayor of Baltimore, delivered the address of

welcome, being followed by Capt. H. P. Goddard, vice-president of the Baltimore Association, in an eloquent welcoming address. Louis N. Geldert, Atlanta, Ga., proprietor and manager of The Insurance Herald, delivered an address on "The Geographical Distribution of Life Insurance." John Tatlock, Esq., associate actuary Mutual Life of New York, and secretary of the Actuarial Society of America, read a paper on "The Recent Actuarial Congress—A Review of Topics Discussed Thereat, Which are of Interest to Those Engaged in the Field Work of Life Insurance."

The committee on prize essays awarded the Calef loving cup to Mr. Joseph J. Devney of Cleveland, and the Ben Williams vase to Mr. J. H. Jefferies of Philadelphia. The subject was "Building For the Future."

The \$25 cash prize offered by Col. John W. Vrooman of New York, for the best paper on "What Is the Best Method of Developing Mutual Fraternal Interest among Individual Agents, so as to Strengthen the Bonds of Common Brotherhood in our Social Relations, as Well as our Business Affairs?" was awarded to Mr. David L. Cardoza of New York. Mr. W. P. Draper of Springfield, Mass., secured the second prize of \$15 cash offered by Dr. S. L. Fuller of Chicago, and Mr. Wm. C. Johnson of New York secured the third prize of \$10 cash offered by Col. J. A. Goulden of New York on the same subject.

As per invitation of the Baltimore Life Underwriters' Association, some 250 delegates and ladies sailed down the bay on the steamer Annapolis. The weather was perfect, the points of interest numerous, and the luncheon one of Maryland's best. As hosts the members of the local association were ideal, every possible want of the guests being anticipated. From the time the boat left the pier at 12:30 until it returned at 7 that evening, nothing occurred to mar the perfect harmony of the occasion.

On Thursday the visiting ladies were driven out through beautiful Druid Hill Park to Roland Park, where at the Country Club a most sumptuous luncheon was served.

The banquet, which was held at the Hotel Rennert on Thursday evening, was no less successful than the preceding banquets, and was greatly enjoyed by the mem-

bers of the association and guests. About two hundred and fifty sat down to dinner shortly after 7 o'clock. The tables were decorated with southern smilax, and bowls of dahlias and cosmos. Retiring President Farley acted as toastmaster. The speakers were: Mr. Jonathan K. Taylor, Baltimore, subject, "The Underwriters' Association and its Influence"; Hon. Edwin Warfield, ex-president of the Sons of the Revolution and president of the Fidelity & Deposit Company of Baltimore, subject, "Reflect and Consider"; Hon. Olin Bryan, Baltimore, subject, "Insurance from a Humanitarian Viewpoint"; Hon. W. E. Andrews, auditor of the treasury department of the United States, Washington, subject, "The Benefit of the Life Insurance Agent to Society"; Rev. Dr. Huckel, Baltimore, subject, "Possibilities and Opportunities"; Hon. W. W. McIntire, Baltimore, subject, "Why We Succeed."

1904.—April 15. The executive committee held its regular mid-year meeting, 10 o'clock a. m., at the Hotel Walton, Philadelphia. Members present: William G. Carroll, chairman; Hubert H. Ward, president; J. Herman Ireland and John H. Quinlan, vice-presidents; Philip H. Farley, I. Layton Register, Richard E. Cochran, Everett H. Plummer, William D. Wyman, ex-presidents; J. W. Iredell, Jr., H. W. Balsbaugh, J. D. Boushall, E. G. Ritchie, George A. Cantine, G. A. Brinkerhoff, J. C. Biggert, A. J. Birdseye, Sidney A. Foster, E. O. Sutton, Frank Woolley, and M. H. Goodrich, twenty-two in all, the largest meeting ever held by the executive committee. Details relative to the annual convention to be held in Indianapolis were arranged and reports of various committees were submitted. The following change in the membership of the committee was made: Mr. J. D. Boushall, member from the North Carolina Association; M. Milner Bryan, member of the new Dayton Association; Mr. W. S. Martin, Jr., member from the New Hampshire Association, in place of J. D. Harmon, resigned; Mr. J. S. Kendrick, member from St. Louis Association, in place of W. G. Day, deceased; Mr. James R. Nutting, member from Georgia Association, in place of Thomas Peters, resigned. Mr. John J. Price, president of the Indiana Association, was present at the invitation of Chairman Carroll.

The meeting was enthusiastic and full of interest, as many important subjects were discussed. President Ward, in his report of work done since his installation, recommended that a practical fieldman should be employed under a salary, to visit different cities and organize new associations. The recommendation, he said, did not contemplate relieving him of the duties assumed, but he believed that the additional help would enable him to secure better and more satisfactory results. The consensus of opinion was that this assistance should be rendered by the vice-presidents, ex-presidents, and members of the executive committee.

October 12, 13, 14. The fifteenth annual convention was held at Indianapolis, with headquarters at the Claypool Hotel, and in point of attendance, enthusiasm, character of papers read and discussion of topics, was one of the best ever held. To Hubert H. Ward, president, was due in a large measure the unqualified success of the convention, elaborate preparations having been made for the event far in advance of the meeting. The addresses of welcome by Mayor Holtzman and Mr. John J. Price, president of the local association, made every one feel at home. President Ward opened the convention, and after a prayer by Rev. Thomas J. Villers, and the welcoming addresses mentioned above, President Ward read his report of the year's work. President Joseph A. De Boer of the National Life Insurance Company of Montpelier, Vt., read a paper entitled, "Current Life Insurance Practice in the United States, from the Standpoint of an Executive." Mr. Edward J. Sartelle, Worcester, Mass., actuary of the State Mutual Life Assurance Company, read a paper entitled, "The Necessity for and Uses of the Actuarial Department." Then followed able discussions of the topics, "Opportunities and Possibilities of the National Association," "What Local Associations Have Accomplished." Dr. G. Pierrepont Davis, Hartford, Conn., medical director of the Travelers, read a paper entitled, "Certain Risk Impairments and Their Explanation," which was followed by the discussion of the topics, "The Duty of the Agent to His Prospect," and "The Duty of the Agent to the Insured." Mr. Charles W. Scovel of Pittsburg, general agent for the Provident Savings, read a paper entitled, "The Ideal Agency."

"The Best Method of Effecting Agency Organization" was discussed, and "What of the Policyholder?" was the subject of an eloquent address by Hon. M. L. Temple of Osceola, Ia. Mr. C. M. Cartwright, managing editor of The Western Underwriter, delivered an address on "Some Outside Observations on the Training of Life Insurance Agents." Mr. J. H. Jefferies of Philadelphia won the first prize, the Calef cup, by his paper on "The Bounds of Competition," and Mr. Jacob A. Jackson of New York won the second prize, the Williams vase, on the same subject. The convention was brought to a pleasant close by a banquet at the Claypool Hotel. Mr. I. Layton Register of Philadelphia was toastmaster. Rev. Edwin Holt Hughes, president of DePauw University, delivered an address on "College Training for Life Insurance Agents." Hon. Alfred Potts spoke on "The Little Beneficiary." Rev. Joshua Stanfield had for his subject, "Ethical Aspects of Life Insurance." Mr. L. Brackett Bishop of Chicago spoke on "Non Solus Nobis." Mr. Moore Sanborn of New York responded to the toast, "The Best Business in the World." The Indianapolis convention was almost entirely devoted to business, differing from many such meetings in that pleasure trips and the like took up but little time, and this is given as one reason for the unqualified success of the convention. One of the most important and certainly the most practical feature of the convention was the discussion of topics, delegates having been appointed in advance of the meeting to lead these discussions. The topics selected were most important and timely and their discussion added greatly to the interest of the meeting.

October 11. A meeting of the executive committee was held at 8:30 p. m., at the Claypool Hotel, immediately preceding the Indianapolis convention. Twenty members were present and Mr. W. G. Carroll of Philadelphia was in the chair. After reports from various committees and a discussion of means to secure better statistical reports from the local associations, considerable time was given to a discussion of the advisability of reducing the annual dues of local associations. A committee was appointed to take up the subject of dues and report at the next regular meeting.

October 14. A second meeting of the executive com-

mittee was held at 7:30, at which President Ward again suggested that some arrangement be made for the division of the work of the chief executive, so that all the burden should not fall on one man, referring particularly to missionary work. Suggestions of a paid secretary or a field organizer were made, also that a fund should be created to pay the traveling expenses of the president and vice-presidents when on the business of the National Association. A committee was appointed to formulate a plan for the advancement of the interests of the National Association. A resolution was passed making the minimum dues \$10.

A meeting of the new executive committee was held immediately after the close of the convention and Mr. E. H. Plummer of Philadelphia was elected chairman. In Chairman Plummer's absence, Mr. Carroll occupied the chair.

1905.—April 13. Upon invitation of the Philadelphia Life Underwriters' Association, the mid-year meeting of the executive committee was held at Hotel Bellevue-Stratford. Members present: E. H. Plummer, chairman; John Dolph, president; Wm. Van Sickle, second vice-president; Eli D. Weeks, treasurer; Ernest J. Clark, secretary; Philip H. Farley, I. Layton Register, Thomas H. Bowles, James L. Johnson, and Richard E. Cochran, ex-presidents; James W. Iredell, Jr.; S. F. Woodman, W. G. Carroll, Geo. H. Sutton, Geo. A. Birdseye, E. G. Ritchie, Marcellus H. Goodrich, J. Perley Kilgore, Pancoast Kidder, John F. Brown, Frank B. Woolley, J. J. Mooney, Chas. L. Whitfield, Theo. F. Johnson, Henry Abels and D. R. Midyett, twenty-seven in all, the largest meeting by five ever held by the executive committee. The chairman stated that during the few weeks preceding the executive committee meeting there had been received by him into the National Association four new associations, namely, Syracuse, Springfield, Ill., Virginia, and Mobile, and that the following named gentlemen had been recommended as members of the executive committee, to represent said associations: Syracuse, Mr. Pancoast Kidder; Springfield, Mr. Henry Abels; Virginia, Mr. W. B. Freeman; Mobile, Mr. Geo. A. Riviere, and the election of said new members was approved. President Dolph's report was especially inter-

esting, as it analyzed the exact condition of the National Association to date, with special reference to the standing of the respective associations as prescribed by the constitution. From revised statistics, which Secretary Clark secured on March 15, 1905, the increase in membership from new associations admitted and old associations reinstated, indicated a total gain of 454 in five months. Owing to the growing demands of the National Association, necessitating such an extensive amount of work on the part of the president and the secretary, it was recommended by President Dolph that the services of either a permanent secretary, who should be employed under the direct supervision of the president, or a national secretary, who would give up all of his time to the work, be secured. In the evening, the Philadelphia Life Underwriters' Association entertained the members of the executive committee at a magnificent banquet served in the clover room of the Bellevue-Stratford.

Mr. Scott—There is only one word that I would like to add to that report and that is, fortunate indeed was the executive committee when they got E. H. Plummer to act as their chairman. [Applause.] It may not be known to the members of this convention that business prevented Mr. Plummer from attending our convention at Indianapolis. The executive committee, of which I am not a member, met and in their wisdom elected Mr. Plummer as their chairman. I know when the word was communicated to him that he hesitated a long while as to whether he should accept it or not, but at great sacrifice to himself he concluded that he must help to push forward this National Association movement, and you have the result before you in his report this morning. Now, Mr. President, it is my desire only to say a word in connection with that report. We are accustomed to hear reports from the executive committees, and they are always very interesting. They must necessarily be filled with statistics all of which interest each one of us, but this is the most able document of the kind I think we have ever listened to. It not only shows what work has been done but it is also expressed in such a felicitous manner; it is both historic and pathetic and I hope we shall all be governed by the suggestions contained in that report. Now Mr. President I desire that we accept

that report and adopt the recommendations of the executive committee therein contained and I so move.

Col. Goulden—I have listened to a great many reports from this organization and I want to say that the report which has just been read was just what all we old veterans in the business expected. Had it been anything but what it was, I was ready to move a resolution of censure. With such an able executive committee as this organization has had in the past year, with such magnificent administration and executive officers, and above all with so gifted a chairman, anything less than what we have heard here today would, I know, have been unsatisfactory to the delegations all over this country. I take pleasure therefore in seconding the motion of brother Scott—another old veteran—that the report be accepted, its recommendations concurred in and that the thanks of this body be extended to the chairman and to the executive committee. [Applause.]

President Dolph—Ladies and gentlemen, you have heard the motion and the sleight of hand work, which I presume the mover agrees to. Are you ready for the question?

The question was then put and the motion prevailed.

President Dolph—The next business of the morning is the treasurer's report. I would ask the treasurer, Mr. Eli D. Weeks, to give his report. [Applause.]

Treasurer Weeks—I noticed this morning in a local paper that we had \$20,000 balance in the treasury. I don't know what was the matter with the printer's devil, unless some of our brothers had hold of him last night [laughter], but I am sure the treasurer's report won't show that balance.

National Association of Life Underwriters in account with Eli D. Weeks, Treasurer:

RECEIPTS.

Balance on hand after 1904 report was made up....	\$1,623.73
Received for 13 copies of report of Baltimore Convention	13.00
Received for 1904 annual dues.....	147.00
Received for 1904 pro rata dues.....	52.97
Central Passenger Association for advance returned	11.00
John J. Price for amount collected on account of banquet tickets.....	432.50

For copies of report of Indianapolis Convention....	\$1,053.30
Received for 1905 annual dues.....	1,761.00
Total receipts.....	<u>\$5,094.50</u>

DISBURSEMENTS.

J. W. Fitzpatrick for viseling tickets, also tickets to complete quota of 100.....	\$24.20
Hotel expenses at "The Claypool," Indianapolis..	532.75
I. Layton Register for flowers ordered for Farley and Reed.....	3.00
William G. Carroll for expenses on account of N. A. L. U.....	8.60
For printing bills.....	342.35
For bills rendered on account of Indianapolis Convention	29.22
Ex-Sec. Mason for expenses on account of N. A. L. U.....	81.45
Whitehead & Hoag Co. for 200 badges.....	90.00
Leonard & Satterlee for reporting Indianapolis Convention	250.00
Leonard & Satterlee for reporting mid-year meeting at Philadelphia.....	100.00
Edward Mason for photographs, etc.....	21.00
Standard Printing Co. for bound copies of report of Indianapolis Convention.....	1,090.24
E. J. Clark for expenses on account of N. A. L. U.	60.75
E. H. Plummer for " " " " " "	10.00
Western Union Telegraph Co. for telegrams.....	9.08
E. J. Clark for express on filing cabinet received from Ex-Sec. Mason.....	9.08
E. B. Mason for packing and shipping filing cabinet to Sec. Clark.....	6.50
Stenographer's bill for treasurer for the year.....	15.50
Treasurer's postage account.....	7.50
Total disbursements.....	<u>\$2,691.12</u>
Balance in treasurer's hands.....	<u>\$2,403.38</u>

ELI D. WEEKS,
Treasurer.

The foregoing has been examined and found correct.

EDWARD O. SUTTON,
JAS. A. WELLMAN, Finance Committee.

The extension fund report is as follows: The amount received is \$1,195.50, including interest allowed by the bank.

On motion the report of Treasurer Weeks was received and filed.

Treasurer Weeks—Mr. President, I would at this time like to call the attention of some members to a matter. These copies of the report of the Indianapolis convention



have not all been paid for, and at this convention I would like to have some arrangements made whereby we can get at the balance of the copies that have not been paid for. I suppose it is an oversight on the part of some of the members, although we have sent out a number of letters looking for it. There are two or three parties here that I cannot find out where they are: Cleveland Association, 17 copies; S. D. Marks, 5 copies; Kansas City, 20 copies; Western Massachusetts, 20 copies;

Minneapolis, 1 copy; H. S. Vail, 1 copy; State Mutual Life Insurance Association, 10 copies; J. F. Matteson, 1 copy; E. H. White, 1 copy; A. Jarvis, 1 copy, making a total of 77 copies or \$77 that should be paid into the treasury for those copies, as the treasurer has paid The Standard Printing Company for them.

Col. Goulden—I would like to have the treasurer read the list of those who have paid into the extension fund.

Treasurer Weeks—The following have been paid: Baltimore, \$100; Chicago, \$250; Philadelphia, \$200; New Hampshire, \$10; Connecticut, \$60; Western Massachusetts, \$25; New York, \$250; Indiana, \$25; Pittsburg, \$50; Cincinnati, \$100; St. Louis, \$110; interest, \$15.50; total, \$1,195.50.

Mr. Wood—While Pittsburg appears there at \$50, they agreed to pay one dollar per member, which would be about \$100, and they stand ready to pay that, although it has not yet been paid in. [Applause.]

President Dolph—The matter of increasing the extension fund will be taken up at a future session

The convention here took a recess until 2 o'clock p. m.

AFTERNOON SESSION.

The second session of the convention was called to order at 2 p. m. by President Dolph.

President Dolph—When I noticed the interest you were taking in the New York Commercial, I was inclined to suggest an intermission of half an hour, in order that you might do justice to the subject. I have received a letter I think proper to read at this time from Vice-President Kingsley of the New York Life, dated yesterday. He says:

I enclose herewith copy of the address which I had expected to deliver tomorrow before the National Life Underwriters' Association. I am obliged under the circumstances to ask you to read it. I find that it will be impossible for me to be in Hartford tomorrow. Will you be good enough to telegraph me on receipt of the letter so that I may know you have the text in hand. Very truly yours,
D. P. KINGSLEY.

In view of Mr. Kingsley's inability to be present it was thought well that a representative of the New York Life Insurance Company should read his address, and we will therefor ask Mr. Corwin McDowell of Boston, agency director, to read his address. I have very great pleasure in introducing Mr. McDowell to you now. [Applause.]

Mr. McDowell—I appreciate the great disappointment that you all experience, for I share it too, in not having Mr. Kingsley here. He is a man of very strong personality; has a splendid voice, and is quite an orator. I have not had the time to read this over, I do not know what he has said, and of course you will have to put up with some shortcomings. But I will do the best I can, because I promised your worthy president I would do it. [Applause.]

Mr. Kingsley's paper was as follows:

It seems to be a universal law that whatever survives, whatever grows, whatever becomes useful, must fight.

I can recall no great reform, no great revolution, political or intellectual, that has not been attended with a severe struggle. This has been especially true in the establishment of moral and religious ideas. Every great religion has had to fight, not merely with pen and voice, but with sword; and, generally speaking, the men behind great moral and religious movements have not only been obliged to fight but have been willing to fight, have even sought conflict.

Once seized with genuine religious or moral conviction, man is apt to become a zealot. He wants to preach; and from preaching he wants to fight. He is moved to



force his ideas on to other people. For example: Once possessed fully of a belief in hell fire and the sufficiency of the Christian plan of salvation, how easy to reach the conclusion that in order to save an otherwise lost soul almost anything was justifiable. The horrors of the Inquisition, after all, sprang from a deep sense of duty. We can think of such men as being wrong; we believe they were frequently cruel; some of their acts in the light of later knowledge seem wholly infamous; but it is never

possible to think of them as indifferent. In no act of their lives, in none of their relations to the world, are they presented as hesitant or doubtful or questioning. They are always in the attitude of conquest. Possessed of this ecstasy, every impulse of life drives the believer to exhaust himself in carrying his faith to the uttermost parts of the earth.

It is difficult for us to think of these forces as being operative in our day, and in our country. When searching for examples of men so moved, we naturally look in the early centuries, when men dared the unknown in order to establish their faith, or in a later period, when Europe was torn with religious strife, and the bloodiest and cruellest wars in all history were fought. Some of us may possibly let our minds run as near to the present as the date when Charles Darwin advanced his theory of evolution. I don't need to recall here the bitterness with which he was denounced. But to bring our quest up to the present hour, to realize that the same intense conviction which moved the early navigators and later reformers and stirred the church still lives in some form, and still moves the world, is difficult.

The tendency indeed is strongly against any such conclusion. We are rather disposed to believe that the giants are all dead. Under the inspiration of a daily

press, which, whatever its faults, is certainly very much alive, we are rather disposed to conclude that the only real and living things are official corruption, private scandals, betrayal of trusts, suspicions, bitter feuds, and jealousy. That real conviction and enthusiasm, devotion and self-sacrifice survive, outside of fugitive and individual instances, does not readily occur to any of us.

The great motive power of modern life, nevertheless, is really made up of these very forces. Their aim now is not glory, nor the triumph of any particular theory about the hereafter, nor money, as we are taught to think, nor power, as we easily believe. The contest is not to find a new world across the Atlantic, nor to convert the heathen, at least not the old-fashioned type of heathen.

Deeper than any of these dreams and ambitions, in the colossal enterprises of our day, lies the enthusiastic conviction that through modern methods and by the hands of the giants who wield them, we are surely passing up into a juster and a sweeter life.

In the thick of these plans and ambitions and struggles, all of which seek in some form to conserve and advance human life, is life insurance. Above every other form of business it awakens the fighting impulse in the soul of the true believer. It is a conviction first and then a business. This explains why with all its modernity life insurance so strongly suggests the atmosphere of an earlier time. The missionary spirit runs through every line of its vigorous literature. The preacher takes his text with the opening of every rate-book. The crusader survives in every great agency leader who marshals his forces against the citadels of indifference and ignorance. And at the same time, and just as unmistakably, the spirit of orderly government, of peace, of industry, of integrity, and of world-wide trade guides every finance committee.

While it would seem that life insurance and especially American life insurance must from its very constitution preach, must organize crusades, yet we find that it does so variously. Some companies preach almost not at all, indeed one or two employ no preachers and take much satisfaction therein. Others preach only to their immediate neighbors and never venture into fields on

which shines a different sun or in which a strange speech is used. Still others find no limit to the extent of that weakness or incompleteness in human life and society with which life insurance deals; it stops at no parallel of latitude or longitude. The cry for help which life insurance seeks to answer does not cease at state borders nor with the lines that delimit nations; it finds a way to express its need in every tongue and invariably asks for the same relief. The cry comes up from all the earth. It is a call that touches the heart and inflames the imagination. It offers not a golden reward for a short cut to India, but the immeasurable riches that belong to all those who have added something to the sum of human comfort. It comes too from all sorts and conditions of men; not alone from the sound and strong; but from millions who have their full measure of responsibility with less than a full measure of health and strength.

American life insurance has struggled mightily to answer these calls for help. The attempt has been splendid, the results glorious; although the attempt is not without critics, and the results are sometimes maliciously misstated and misconstrued. The answer to this call of society has been attempted in no spirit of adventure, with no desire for conquest; but seriously, soberly. If Energy has been at our right hand, Responsibility has walked hard by.

Let us consider what life insurance proposes to do; how it does it; what its moral responsibility is. We may thus be able better to understand the vigor and furious energy that characterizes the American life insurance man.

Life insurance is, first of all, based on good morality, not simply abstract morality, or individual morality, but morality as a question of statesmanship, as a matter of practical administration in human affairs. From the moment when the soliciting agent opens his rate-book until the hour when the contract, made through his instrumentality, ceases to exist, life insurance fixes for itself the very highest standard of moral as well as legal responsibility. It presents itself as a haven, a city of refuge, a vast, half impersonal organization which professes to lift the individual somewhat out of the current hazards of existence and offers to solve some of the pres-

sing and cruel problems of fate. It is not an overstatement to say that primarily life insurance approaches the individual much as the confessional does. It asks the public to come, to give over into its keeping, almost without question, not only hopes, and plans, and responsibilities, but money. In this civilization, money has come to mean almost life itself. It means the product of daily toil, labor with the hands or brains. In an age when there is less and less belief, in a definite way, in the overshadowing care of Providence, and more and more conviction that a man must take care of himself and his own, money, that the poets sneer at and that the philosophers rail at, has come to be not only a center of power, but in the hands of modern co-operation almost the center of moral as well as material power. Then, adding an element of mystery as well as morality, life insurance agrees to do for those who pay over their money into its keeping, things which no man alone can do for himself.

In order to carry out a pledge which when made seems almost to assume the possession of more than human power, life insurance adopts methods which are neither mysterious, nor magical, nor unknowable, but entirely material and purely human. It necessarily plunges at once into the very center of modern activity and modern life. Its primary promise, while seemingly very wonderful, is simple enough, but before that promise is made good, life insurance has to touch and handle and know and master business and law and medicine and the most abstract reaches of the most exact of the exact sciences; it must know and be able to measure habitat and occupation and all the forces and facts that influence life, since life is its problem.

The moral responsibility of life insurance, considering what it takes from the people and what it teaches them to expect, comes very close to something superhuman in its quality. The material responsibility of life insurance is so built into the very fabric of all commercial faith that even a suspicion of its soundness cannot be tolerated.

We have then in this business as we interpret and practice it, an unprecedented combination of the moral and the material, of conviction and reason, of preaching and mathematics, of the zeal of the fanatic and the dis-

passion of a business contract. We have the interest of the unit and the interest of the million, the need of a village and the hopes of a nation.

The men who gave American life insurance its great primary impulse, the men who have led in its superb later development, comprehended early the quality of its moral responsibility, the possibilities of its business ramifications, and especially the service it is calculated to render to men. Small wonder that all these have had the spirit of the crusader.

Life insurance was altogether calculated to appeal powerfully to the genius of our people. Nowhere else in the world has all that is involved in this semi-religious and semi-business plan been so comprehended as in the United States of America; nowhere else has it so reached the consciences of men; nowhere else has it touched the moral instinct, the nerve that leads to conviction and to action as here; nowhere else has sprung up an army of men full of this militant spirit, full of that flaming belief in a mission, which has never been satisfied until it has crossed the sea; and this our business has already done and in a new world found within the old world, and in a new way, and for a new purpose, is doing the very things that were done by our forbears hundreds of years ago, operating under an identical impulse.

We have not shut our ears to the cry of all except our own or a part of our own people. We have believed that people on the Gulf of Mexico and in Texas not only needed life insurance as badly as the people in New England, but were as legitimately entitled to it. We have believed the same of Mexico and Canada, of France and Russia. We have adopted with a new fervor and significance the old proverb: "Nothing human is foreign to us."

That this should be our attitude is not strange. We have a composite blood, and in it ready for action and seeking opportunity is something which is the legitimate offspring of those explorers and adventurers and lovers of humanity who found the continent and built the nation. The line of descent is unbroken. It goes back to Cabot and Cartier and Drake and Columbus, even to the Vikings. It definitely reasserted itself in 1783 when the colonies took the Ohio Valley from the quarreling

nations of Europe; it was again in evidence in 1803 when Louisiana was purchased; it explains that restless and not always too just spirit which finally swept over the continent to the Pacific; it purchased Alaska, and acquired the Philippines; it will construct the Isthmian Canal; indeed, the Monroe doctrine itself is only a general expression of the same instinct.

A few weeks ago I stood in an old church in Brittany and read an inscription on a tablet let into the floor before the great altar. It commemorated the fact that almost four hundred years ago, Jacques Cartier had knelt there to receive the blessing of the church before sailing on the voyage which added the St. Lawrence to the dominions of France and opened up a new empire to Christianity and civilization. I then remembered that from near that same old, walled city had also come La-Salle, Marquette and Champlain, and my thoughts went quickly over what these names mean in the story of the conquest of the Ohio, the Mississippi, and that vast country to the north. I tried to understand the point of view of these men, to comprehend their zeal for king and church, to appreciate more fully the ecstasy that swept them not merely out of obscurity into immortality, but into that current of human feeling which knows no race or country, but labors consciously for mankind as a whole and dreams of its apotheosis.

The situation gave me a new comprehension of the view and purpose of our business. I was on a voyage of discovery. I represented a phase of modern business which is so shot through with moral ecstasy that it has turned back upon the path of humanity, and full of zeal, energy, and profound human sympathy, has taken this plan for the redemption of human life, not merely to Brittany but all over Europe and to all the civilized world.

American life insurance has made voyages of discovery—voyages scientific, voyages geographic. It has gone to foreign lands and faced and fought the prejudice of race and that international fear which is too often the hope of statesmen and the prop of kings. It has gone carefully and surely out into that terra incognita called sub-standard lives, and with skill as well as courage has brought under its beneficial rule a world as new and as savage as America was four centuries ago.

It is the fashion, I know in these days, to decry the great extent of American life insurance, to point to its size and success as in some way a menace and a danger. As a matter of fact, life insurance has barely kept pace with other branches of modern business; it is not singular in its enormous development.

Let me give you some instructive comparisons:

The assets of the life companies reporting to New York state doubled between the close of 1896 and the close of 1904. They sprang from \$1,228,000,000 to \$2,454,000,000. Insurance in force went from \$5,000,000,000 to \$10,000,000,000.

At the close of the Spanish war, the total national bank circulation was \$240,000,000. In seven years this has expanded 110 per cent. In the same time, the resources of national banks have increased from \$4,000,000,000 to \$7,300,000,000. The resources of other banks increased from \$1,500,000,000 to \$9,000,000,000; while the cash holdings of all banks increased during that time \$570,000,000.

In the eight years from 1896 to 1904:

Dividends by railroads went from \$81,000,000 to \$190,000,000.

Earnings of national banks went from \$50,000,000 to \$113,000,000 annually.

The annual transactions of the New York Clearing House increased from \$29,000,000,000 to \$60,000,000,000.

Exports of mining products doubled.

The revenues of the United States increased over 60 per cent.

Immigration increased over 150 per cent.

We have lived in a world and a time of enormous opportunity and intense activity.

In every business and profession there have been men oblivious to all this. They have not seen the opportunity, they misunderstand and fear the enthusiastic energy of others. Few of them ever carried a rate-book; none ever felt in any profession or business the moral quickening which makes the true life insurance man and the twentieth century citizen.

Some cry out against the expanding power of our country. Some see in our increasing manufactures, in our increasing exports, in our internal commerce which surpasses the trade of all Europe, a menace and a danger.

Some join the insane cry against corporations and the spirit of co-operation which tends to move men in great masses. Some life insurance men cry out against life insurance if it isn't done in their way.

I chose my theme today with a purpose. It seemed to me quite time that something should be said as against the insane chatter of the hour. I am not a member of this association, nor of any of its constituent organizations. It is possible, therefore, for me to say what a member might not be willing or able to say.

Through a series of events, which I do not need to recite here, militant American life insurance and its management are now on trial.

Men have been shocked and justly alarmed by the conditions developed in a vigorous, successful and representative American company.

I do not apologize for anything done nor defend any person involved when I say that there is no more reason to conclude that life insurance is unsound because of these revelations, than there was to conclude that all the national banks were rotten because a Milwaukee bank was lately looted by its president. This and all such incidents will pass. They are a part of the history of human weakness. Life insurance has deadlier enemies—deadlier because under cover, because lodged in our own household.

Our worst enemies are—that type of life insurance man and that type of life insurance company, which have utterly failed to be seized with this conviction, this ecstasy, this moral force which invariably takes possession of the man who properly comprehends what life insurance is, and generally actuates the management of a company when that management is abreast of modern opportunity and comprehends what life insurance really means.

This moral failure finds its perfect fruition in a certain style of agent not infrequently found in the service of reputable and useful and successful companies. Sometimes we can trace his shameless methods close to the home office, but almost no office is willing openly to admit fellowship.

I do not mean the common plunger who takes honest policies and lies about them. He is bad enough. He

may disappoint some man to whose avarice he has appealed, leading him to expect an advantage over some one else. He offends in selling dishonestly an honest article. He makes a scandal and injures the business, but he really does no definite, direct wrong. I don't mean that sort.

I mean that parasite, that pirate, that man whose victim is the citizen already honestly insured by some hard-working agent. The uninsured world does not attract this style of agent; the real purpose of life insurance is beyond his comprehension. He can work only by destruction. Having located a man already insured, he opens his campaign. He begins generally with a letter. The letter is cunningly drafted to express great solicitude for the man's welfare. If an interview is had, you know what follows. By lying ratios, by innuendo, by scandalous suggestion, he tears in pieces that man's faith in life insurance. Out of the wreck he may emerge with a policy in his own company and he may not. But he has committed the act of Tarquin. He has debauched the business.

Such enemies do not pass. They are a part of the history of human weakness. They have written many pages in the story of human malice and human littleness. They correct nothing; they purify nothing; they create nothing. They are copperheads, sure sooner or later to be crushed under the heel of advancing society.

Management without moral ecstasy, without desire to preach, with no fighting impulse, does not always breed and harbor this venomous type; sometimes it produces what may be called the ecstasy of littleness, the serenity of unconscious failure.

Let me illustrate:

There is an excellent old company in London. It has been doing business for a hundred and fifty years. It has dwelt at the very center of opportunity. It is not only in London, but in the heart of London. It is eminently respectable, and always referred to by the enemies I have in mind, as an example of what a life insurance company ought to be. It has lived through a century and a half, and seen the growth of the British Empire during that time. For nearly seventy years it has advanced backwards like a crab. It has managed to get

together about \$25,000,000 in assets. It has in hand at the end of more than a hundred years less than two-thirds as much, in the interest of the widow and orphan, as any one of three American life insurance companies accumulated in the year 1904. If there is anywhere a more striking example of wasted opportunity, total incapacity, and utter failure to comprehend what its own mission in the world has been, I don't know it. And yet, marvelous picture! this company is so possessed by its own conceit, so totally blind to what it has failed to do, that it not infrequently begs the public to avoid confusing it with an American company of similar name, on the theory that it may lose caste thereby. I stand here to say, that with all the scandals, with all the mistakes, with all the maladministration in the Equitable of New York, almost any single year in the history of that society has contained more real effort and more real achievement than everything that has been done by the Equitable of London during its entire existence.

This failure to comprehend opportunity finds its largest expression here, as well as in England, in companies which have either shrunk or grown very slowly during the period since our Civil War. This period has perhaps been richer in opportunities and results, than have any two previous centuries in all human history. Yet such has been the viewpoint of some companies and such has been their management that they have shriveled up as the world grew larger. As they have shrunk they have complained; as they have failed they have cried out against success. The voice of all such is very loud in the land just now.

If the world generally had followed the example of British life insurance during the nineteenth century and the example of a few American companies during the last half-century, England would now be a second-rate power; Germany would be made up of impotent, quarreling states, the United States would never have gone west of the Mississippi river and the Japanese would be using bows and arrows.

In essentials, such as tables of mortality, rates of interest, policy conditions, rates of premium, and returns to the insured, American companies are, after all, very close to each other. They differ most, it seems to me,

in what may be called their spirituality. They may be classified under two heads: the militant and the non-militant. The first have gone afield. They have flourished mightily. The three most striking examples of this class have added to the ranks of the insured within ten years 1,000,000 people. What they did in ten years it would take the Equitable of London almost 5,000 years to accomplish at its present rate of growth. Or, to be specific, the New York Life insured more people—ten to one—in 1904 than this fine, old London company ever had on its books at one time; the New York Life insured more people in 1904 than the old Equitable will insure, with its present activity, in six hundred years.

Mind you, I admire the splendid fidelity that distinguishes the history of this ancient company. I commend its integrity and the quality of what it has done; but, when attacks are made by such companies in England or at home upon other companies whose fidelity is as fine as theirs but whose ideals are different, one may be pardoned for using the full force of the retort courteous.

My plea is that there is room for all, and need of all.

There is room for those who stay at home and those who cross the sea. There is room for the big company and room for the small company; those who write much and those who write less; those who push and those who wait; those who defer payment of dividends and those who distribute dividends annually. There is need of all because all have a powerful, a common enemy. I do not object to that sharpening of wits and betterment of methods which result from honest competition; all life insurance men welcome that. But, with you, I cry out against the company whose literature is full of slanders, whose words breathe suspicion into the public ear, whose agents raid and rob and rape.

Insurance written by any company represented here is a distinct gain for society. The man who deliberately and wantonly disturbs that business is an enemy of society and a disgrace to us.

What, after all, is real achievement in life insurance? What has life insurance done when it has done well? Isn't the true test of this about the same that we apply to other great movements?

Suppose the church had said—We mustn't make too

many converts; they may not all be exemplary, some may backslide. Until we are sure that the soul we convinced today is thoroughly saved, we will seek no fresh converts. The greatness of every religion, christian or non-christian, is not that it thoroughly saved a few, but that it swept millions into its fold. The glory of medicine is best expressed in the stern condemnation which it visits upon the man who makes a real discovery in medical science and then attempts to sell it, to limit it. The real achievement is not the discovery but the spirit which demands that the discovery be given not to the people of a state or a nation, nor to those who can pay a price, but to all the world.

So the great life insurance company is the company that insures lives. If a company clinging fast to sound doctrine in its finances adds in a single year to the world of the insured 150,000 people, it has done a tremendous thing, it has done the real thing. I care not so much whether the manipulator of ratios figures a few cents more or less for or against it ultimately. It has already passed a higher test. It has passed the highest test. It has sympathetically heard and splendidly answered the cry of humanity.

This is militant life insurance. This is the institution that is under fire. These are the achievements, too, that some who profess the faith most bitterly attack, most maliciously misrepresent.

When the grave difficulties arose in the Equitable, there was no voice of hope from these men. They croaked their satisfaction; they even put out pamphlets headed, "I told you so." They profess to believe in a plan of insurance salvation, but obviously, their belief is really only in their particular interpretation of that plan. They entirely miss the thing itself. Railing at the men who have erected fully one-half of the magnificent structure which we call American life insurance, damning a great work and suggesting that all was badly done because it was not done on just their plan, they cut as ridiculous a figure as would a descendant of the men who opposed the adoption of the Federal Constitution, if he should take comfort and feel vindicated because the Civil War came along a hundred years later; they cut as silly a figure as would a descendant of the men who op-

posed the purchase of Louisiana, if he should express satisfaction and justify those ancestors because at the present time there is yellow fever in New Orleans.

To stand up in opposition to the spirit, and, generally speaking, to the plans of militant American life insurance, has been, and will remain a fruitless task. It is easy to harass it; it is easy to discredit it abroad; it is easy to add to its difficulties. It was easy to incite the Filipinos to shoot our own troops; it is always easy to give succor to the enemy in time of war. These things are easy because the men who do them as a rule take no risks. They sit at home snug and comfortable. They fritter away opportunity as the old Equitable has frittered away a century. Militant life insurance will commit grave errors, too; it will occasionally develop dishonest men; there will be bad management; there will be dishonest management; there will be days of shame and sorrow; but the militant quality of American life insurance is its very soul. It will survive all these mistakes; it will outlast dishonest men; it will expand, if life is to expand; it will grow more useful, and more powerful, as men grow more intelligent; it will finally teach the world, as I believe, that men can be as safely trusted to administer a public benefaction as they can be to administer a public debt; it will show the world that a life insurance premium is a better thing than a tax; that a hard-earned dollar is better used when it goes into a great fund for the benefit of the next generation, than it is when taken from a man to pay the interest on money spent in war.

Militant life insurance is militant America. It already had the world-view of the future in 1898 when the nation awoke to a fuller realization of her manifest destiny. It belongs to the forces that dream and plan and work. It is one of the empire builders of the world. It must and does suffer the criticism that always falls upon men and plans of that sort; it will also have its vindications and its triumphs.

Standing out in advance, on the high points and in the strong light, it must expect to be assailed. It will be feared and hated and misunderstood. All this only emphasizes its responsibility. It must be able to stand in the light. It must be absolutely open and clean in its

methods. It must show that great interests can be handled in the daylight. It must meet the striker and the blackmailer with a flood of sunlight. If it slips, as it will occasionally, it must expect no mercy; it will get none.

But the issue is not doubtful. The great Western Republic was in the souls of the men who faced the stormy Atlantic and dared the terrors of a savage continent. No one could forecast its form or name or hour but its coming was as certain as Destiny.

So the Republic of Man slumbers in that fighting plan of co-operation which American life insurance, as a whole, typifies. No one may forecast its form or name or hour, but it will come because it is written in the stars. [Applause.]

Col. Joseph Goulden—I move you, sir, that a vote of thanks be extended to the writer of the address, and that a telegram to that effect be sent him by the president of this association.

The motion was carried.

President Dolph—We now approach a number on our program that I am quite sure you are all very much interested in. I refer to the five-minute topics. It has been decided, and I understand the speakers have been notified, that Topic No. 2, "The Essential Requisites of Permanent and Best Success of a Life Insurance Agent," shall be taken up first, and that Topic No. 1 will be discussed tomorrow morning. I will ask Mr. William Scott of Philadelphia to open the discussion.

Mr. Scott—Among the essential requisites for the permanent and best success of a life insurance agent are industry, intelligence, tact, earnestness, sincerity, honesty and loyalty.

A life insurance agent should be a student of human nature and be well groomed. These are all essentials to permanent success, and each of these qualities should be emphasized. But over and above all and what is pre-eminently the prerequisite is character. I do not say reputation, for while character and reputation are often the same, they are not always so. Reputation is what people think we are; character is what we really are. So in this five-minute talk, it is with character we shall deal.

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An agent may have many of the qualities enumerated above but without character, and may flourish for a short time; but his brilliancy will fade like the paste in-



stead of enduring like the diamond. A man of character and ability who enters the life insurance business, believes that it is the most beneficent kind of business and knows he can do more good for his fellows than any good that may come to him in the shape of remuneration. He will not accept a contract in a company which pays the highest rate of commission, simply because it does pay the highest rate. He will examine the companies carefully with the best light he has and will

decide which company he can conscientiously represent. Having made his choice, he will be loyal to his company. He will be married to it; a feeling somewhat akin to the feeling between man and wife will exist between him and his company. He will not disparage other companies, but he will feel that his company is to him the best in the world. He will be honest with his company and will not foist upon it an undesirable risk for all the commission there could possibly be in the case, not because "honesty is the best policy," not because "it pays in dollars and cents to be honest," but because his code of ethics recognizes no other thought but that "an honest man is the noblest work of God." A man of character is not a namby-pamby, goody-goody sort of creature who will not fight for his application when in competition, but he will not try to raise up his own company by pulling others down; he will fight, and fight vigorously, but, as has been said in a previous convention, he will fight as a civilized soldier and not as a barbarian. He will apply the golden rule in all his transactions in life, especially to his intended insurer. He will not entice him with false hopes which he knows cannot be realized, and will give him only the kind of a policy best suited to his condition in life. He will not twist a policy from another company and place it with his own company, as he

knows by so doing he is not considering anything except his own commission. He will not rebate any of his commission either directly or indirectly, because he knows that in most states it is illegal and he is a law-abiding citizen. He knows that the companies generally prohibit it, and he will not do what his company frowns upon. He also knows that rebating is one of the serious evils of the life insurance business, and his object is to remove all the ills and keep the business upon the high plane which it ought by right to occupy. An agent with character will inspire the confidence of his officers, the respect of the insured and the admiration of his friends; he can always be relied upon and his permanent and best success are assured.

Have I pictured the ideal agent? Not at all. This convention hall is full of just such men as I have portrayed—men who would lose their right arm sooner than do a dishonest or dishonorable act—yet our appeal to the executive officers of our companies is, give us more men of character to represent the companies. Let that be your prerequisite. Have no one as agent who does not measure up to the requirement of character; then you can withdraw your detectives or inspectors, then your death rate will decline and your expense rate will be normal. You can thus better contribute to the prosperity of your company and the permanent and best success of the agent. Again we say, give us more men of character, and only men of character, to sow the seed in the great life insurance profession.

Hon. William Tolman, Bridgeport, Conn.—Mr. President, it is with feelings of acute diffidence and extreme embarrassment that I attempt to elucidate upon this new question. I have been in the business a few years, and I have read 7,423 articles on success, on the attributes, the necessary qualifications for success in following the greatest business profession of the world, followed now by some of the most distinguished ladies and gentlemen in our country. To follow the example of all gentlemen who have stood upon this platform, I should now take out my manuscript. I should have it down in black and white. It is such an important question. Just think of it! The qualities, the requisites necessary to an absolute and permanent success. Ye Gods! It requires a perfect

man to indulge in this business today, with all the insurance press has to say about us. [Laughter.] I have not heard one good thing about us in six months. The only



thing absolutely good I have heard about us is my check for my commission, and in that I differ from our good friend who has just spoken. I think the requisites for absolute success are our commissions. I am working for the money that there is in it, and I want all my customers to know it. [Laughter.]

Before beginning the business of life insurance, introspection should be the first thought. I don't know whether that is a new thought or not. An absolute com-

prehension of one's own purposes and thoughts and motives. You should not start out without this idea to put your whole mind and your whole soul, all the energy of your very existence into the business to make it a complete and absolute success. Integrity is a good thing. Honesty is a good thing. Going to church is an excellent thing. But to be a success in life insurance requires energy, push, enthusiasm, go-aheadedness, which is required in no other business in the world. [Applause.]

In fact it stands at the head of all businesses as the greatest business profession in the world, and in a few short months all this queer discussion we have heard will be abandoned, and all the press will rise up and call us blessed. [Applause.]

Why, a man engaged in this business must know everything. Just think of the knowledge of every subject necessary. He must walk through manufacturing establishments, indulge in discussions on intricate machinery; he must go through green houses and enjoy the nauseous scent. [Laughter.] He must go through windmills and hear not only his own wind but the wind of the machinery [Laughter.] He must become absolutely interested in everything on earth. He must especially cultivate the children. [Laughter.] And by so doing he will win applications—and money which is the

greatest requisite for success in life insurance. [Laughter.] A seedy looking life insurance agent cannot get applications. He must black his shoes at least once in two weeks. He must have the electrical mind; the power of throwing one's mind into another's brain; persistent power of everlasting talk—in some cases; in others only a few words; all of these are essential, but I think myself, that the greatest science today (perhaps that has not been talked about as much as success) is the science of approach. How to bear down without being a bore. [Laughter.] How to receive a gentle kick and say, "Good morning, sir, I will come again at a more opportune moment." [Laughter.] For you know we many times enter places and find everybody busy. In fact, if they know the business we are engaged in they always are busy. [Laughter.] "Be ye kind one to another." Cultivate the kids! Always be calm and determined. Always believe in your own company. Study the motives of its directors and its managers, and bear in mind that every company has some particular point in which it excels every other company. Therefore it pays to always speak well of our competitors, and I understand since this association has formed no member has ever said a word against any other company [laughter]; against any other individual [Applause.] I understand that the millennium has come in life insurance, and that we are almost perfect and about ready to be translated. [Applause.]

Success—I see my five minutes has come. [Cries of "Go ahead."] This is my last idea. I can talk about the qualities of insurance for an hour and a half, because we all can. That is our business. But what is the essential qualification? We all have our ideal, we all have our peculiar minds. Different sentences, different ideas, affect the different minds; but the gospel of work will make us all successful. Industry, perseverance, work. These are, it seems to me, the necessary requisites for a great and successful life insurance solicitor and a member of the greatest business in the world. [Great Applause.]

Mr. Willard I. Hamilton, Newark, N. J.—Ladies and Gentlemen: If this were a legislative body I think I should move that the discussion be closed at once. It

does not seem possible to me to add anything to the remarks Mr. Tolman has made. They express our sentiments very forcibly, and very much more effectively than most of us can express our own. However, it naturally occurs to—everything naturally occurs to us after what has been said [laughter]—that a man in the life insurance business must have faith in himself and must have the energy, the power, the initiative that has been suggested; must be able to handle himself effectively in dealing with other men;



must exercise that tact which if used properly at times has saved a kingdom and which frequently at a critical moment has lost an empire. But it seems to me that a man can have really all the qualities that seem attractive to most of us and yet not be the ideal life insurance man. I think, and I know you think, that a man must be profoundly impressed with the importance of the mission of life insurance in this world, and he must be always impressed with that conviction. He must esteem it a supreme

privilege when their time comes to some of his family or policyholders (as come it does to every being) when duty to the living claims precedence over devotion to the dead—he must esteem it a supreme privilege to be able to step in at that moment and minister to the needs of that stricken family; to save perchance the widow the anguish of seeing her children suffer; to save the daughter perchance from seeking to earn the bitter bread of poverty and starve perhaps in the attempt; yes, and even almost death instead of that which is worse than death. It is the supreme privilege of the life insurance man, and it is one thing upon which we all agree, that at such a time as that we can, if we have any good rich blood in our veins at all, appreciate what it is to spend our time and our energy in the cause of life insurance.

The supreme mission of life insurance in the world is to do good, and we are its agents and we are proud of the term. It is absolutely necessary that we should show the utmost fidelity to the interests of our clients. We

occupy a peculiar position. We are not more the representatives of the company or companies than we are of the people, and not as much in my opinion. And it is particularly important the life insurance agent should do his utmost to safeguard the interests of the man whom he induces to insure, and to sell that man the kind of insurance he needs for himself and his family. It is absolutely necessary too that we should have that respect for the rights of others that we demand for ourselves. There comes a time when competition should legitimately cease, when it should be replaced by the fraternal congratulations of the man who is glad his brother agent has won even if he himself has lost. It is not easy. That is one of the hard things that we have to learn in the business.

In the last analysis it is the man that counts in this, as in any other calling. If he is an all-round, symmetrical, well developed man; if his character is all that has been suggested; if he has these splendid qualifications that we have heard of; if he is a man; if he has a backbone instead of a string where the backbone should be; if he is calm, dispassionate and able to discern the truth, and ready to do justice to every one and is absolutely impartial, is absolutely devoted to his calling; if he has that love for his profession that he ought to have; if he honors it as he should; then in the last analysis that man is bound to be a success, no matter how long failure may seek to dog his footsteps.

And finally, just this one word: life insurance, it seems to me, stands for the service of mankind, and in the very last analysis nothing which is not of service to the community at large, to the people, can stand. And life insurance today occupies the magnificent position it does occupy, life insurance the principle, the institution, will always last, simply and solely because it does serve the people, and you and I are not fit to bear the name of life insurance agents unless the dominant note of our work is the note of service. [Applause.]

Mr. E. O. Sutton, Springfield, Mass.—Mr. President, Ladies and Gentlemen: I believe I have been called to represent the infant class of one of the more quiet associations, from one of the less intellectual centers. [Laughter.] It seems to me perhaps my first impulse on reaching

the subject is to say that the bigger and finer the man the more enduring and true his success; and my second impulse will be to leave the answer in just that form. But I notice that the subject calls for "The Essential Requisites of Permanent and Best Success of a Life Insurance Agent." And perhaps I would say that character is the great requisite for such success. But character also is a term almost too broad to leave undefined. Character to my mind seems that stamp which the man puts upon his



nature by his actions. Those elements of character which appear to me to be the essential requisites of the best success of a life insurance agent are the nearest approach to absolute sincerity, absolute fearlessness and untiring activity. Our business is one which demands confidences. All salesmen recognize the importance of gaining confidence, but I think our work demands it more than any other, for the simple reason that the people who purchase from us are to a certain extent leaving their goods in the hands of the people

who sold them to them. Therefore, confidence is necessary. And if confidence is necessary, is not the best way to gain confidence to deserve it? And in order to deserve confidence perhaps the simplest motto we can place in front of ourselves is that of absolute sincerity on all occasions and at all times. Every one admires a brave and manly man. Almost every one loves him in spite of mistakes. Absolute fearlessness is an essential requisite, and stands second in my mind only to sincerity. And third, untiring activity. Activity that ceases only when the limit of physical endurance has been reached. Activity in application of the first two principles, sincerity and fearlessness.

I feel the claims of other requisites for success, but I feel that on these, absolute sincerity, absolute fearlessness and untiring activity, we should lay our efforts. [Applause.]

President Dolph—It is now in order to inquire whether any one else desires to respond to this topic. I hear no

response. We will then proceed to Topic No. 3: "The Duty of Agents in Respect to Life Underwriters' Associations."

Col. Goulden—Mr. President and Fellow-Sufferers: [Laughter.] I had thought that I might be permitted to occupy my place down upon the floor of the convention. I am not accustomed to speaking from the platform. We do not allow that sort of thing where I have had the honor of trying to do something for my country. The



fact is only one man is allowed there, and that is the Speaker of the House. It seems to me to be a question that needs no elucidation—in the words of my good friend Senator Tolman—"The Duty of Agents in Respect to Life Underwriters' Associations," but that you all understand it. It looks like carrying coals to Newcastle to speak to a number of underwriters, many of whom have come hundreds of miles for the purpose of showing their loyalty to life underwriters' associations, upon this subject.

The exact language of the topic is "The Duty of Agents in Respect to Life Underwriters' Associations." May I be allowed to say, Mr. President, that this is an age of organization, an age of co-operation, but I do not quite agree with the shining light in a large city of this country who says that co-operation and not competition is the order of the day. But I do believe in co-operation coupled with organization, and that is what the underwriters' associations of the country are doing today. Co-operation in organization; and they have accomplished much towards advancing our interests and elevating the business in which we are engaged. We find all classes of people, every profession and avocation in life are organizers, co-operators. There is but one class in the country that has failed to appreciate that opportunity, but today, through the great grange movement, they are showing that they realize the importance of co-operation and organization. I may say for your information that I am a granger myself, and therefore

am with that great body of farmers, who are organizing for the purpose of receiving and securing the benefits which come from well organized efforts. And the day is not far distant when that great body of our conservative people will demand their rights both at Washington and in the various state capitals, and will be well received. The organization of underwriters' associations may have a three-fold object: educational, social and beneficial.

The educational feature can be seen in any city wherein exists an association of life underwriters.

The social feature—one of the best and grandest perhaps of all—has brought our people together in common touch and harmony. We rub elbows. We march to the music of progress, to the music of all that tends to elevate this business of ours; and show me a community where there is a well-organized underwriters' association, and I will show you a community of life insurance men that are above the average standard of life insurance agents in communities unorganized. I might point, if it would not be considered invidious to various cities of this country where well-organized underwriters' associations have accomplished a great good to their members, and that is the duty, it seems to me, of the agent, to encourage the formation of these organizations.

Beneficial—I have derived benefits from it. I remember, if you will pardon a personal illustration, some years ago a gentleman applied to me for an agency contract. I said "Where have you been employed?" He mentioned the city, and I said to him, "I will find out from that city what your record is." It came back with the information that he owed so much money to a certain general agent. I said to him "I cannot employ you until you repay the sum you owe to the general agent in the city from which you came." He paid the money. At another time I had the great pleasure of receiving a draft due me for an advance of \$100, simply because the general agent of another city refused to employ the man unless he furnished a letter from me stating that he was square on the books. And so the organization goes on and is doing work with which perhaps we are not acquainted.

No, the beneficial feature, the social feature and the educational feature have all tended to bring about a bet-

ter understanding, to bring about a better knowledge of our power, for after all, with an organization of more than 2,000 members, we are a power; a power for formulating public opinion; a power for good if we but stand together and exercise our prerogatives and our rights.

This question of our life underwriters' associations reminds me of the regular army as compared with the bushwhackers. Those outside of our organization may be properly called bushwhackers; those in the organization regulars. And we know, and many of you have witnessed the great efficiency of the regular army. I remember, Mr. President, away back in 1877 that one battalion of the regular army did more service in quieting the greatest riot this country has ever seen than five or six regiments of the national guard. It occurred in the city of Pittsburg. So that we may call ourselves the regulars, and those outside of the organization bushwhackers. Now, the agent owes it to the organization to help join and affiliate and help upbuild the business; to help each other, and above all in this age, I am a believer in the theory of "stand pat." I am not a standpatter in some other directions, but I am a standpatter when it comes to life underwriters' associations. [Applause.] I believe we ought to stand pat; I believe we ought to stand together, and if ever there was a time when every man interested in life insurance for the good he can do as well as the money he can make out of it, should show his zeal and his devotion, now is the time. Now is the time for him to show his loyalty to the cause in which he is engaged. [Applause.] There never was a time, I think, in the history of life insurance (and I have been engaged in the business thirty-eight years) there never was a time when all true men, all men who appreciate their positions and who love their business and are proud of it, should stand closer together than just now. Now is the time to stand pat on the part of all men who appreciate the work that our great life underwriters' associations have done. They should seek to strengthen the local organizations by bringing in every man engaged in the honorable business of life insurance. [Applause.]

Mr. A. J. Birdseye, Hartford, Conn.—I have not had time to look over this subject at all. In fact, I do not think it is a proper subject for discussion. I do not

think a man owes any duty to a life underwriters' association. He simply owes a duty to himself. Hadley said that a man should devote his time and energy to



the end that he may permanently increase his earning capacity for the future, and I do not know any other line of work in which a man can advance permanently and do just what Mr. Hadley recommends as well as he can in the life insurance business. Every man who enters this business on this line has the opportunity, to make it either a business or a profession. But there is one beauty in this work, and that is that we make a business of our profession. We like to see man as he grows older

in the world improve and expand, and as each year rolls over his head see him do more effective work with less energy and less nerve force, and that can be done only through the study of the subject and the art of soliciting. To my mind the best way to expand is to come in contact with agents of other companies, and this can be done best through the life underwriters' associations. A man simply owes it to himself to join an underwriters' association, thus expanding as he can in no other way. We have an underwriters' association in Connecticut, a little one, and we use all sorts of arguments among the members to come to the meetings, and all that sort of thing. But I think I have got through the idea of doing that. I think we will take up the idea of the National body or the executive committee and have certain interesting things brought before the association at each meeting, and after awhile the agents will learn that there is something to be gained by joining the ranks of the association. [Applause.]

Mr. Richard E. Cochran, New York—Mr. President, Ladies and Gentlemen: When our friend Woodman, the manufacturer of topics in Boston [laughter], asked me some time since to say a few words on the subject, I at once consented. Knowing that my whole heart is in this business I intended to depend entirely upon the spirit of

the moment, but understanding this morning that some of our speakers had prepared papers I got hold of a stenographer and dictated something to her, and when I got it back I didn't recognize it.
[Laughter.]



The objects sought to be obtained in the organizing of both the National and local life underwriters' associations are "to establish a social and friendly feeling among those engaged in the business, form a bond of union between its members for the purpose of mutual protection, secure conformity in existing laws, and strict enforcement of the same."

Any one who cannot conform to the above and enter heartily into the

accomplishment of the objects mentioned, is unworthy of membership in any local life underwriters' association. Any one who adopts our profession with a conscientious determination to make it his permanent business and to attain success and efficiency in the calling, should be only too willing to subscribe to them. Not only should it be his duty, but he should esteem it a privilege to become active in the building up of local associations in whatever section he may be located

There is an old saying "Be sure you are right, then go ahead." By taking an interest in life underwriters' association work he is sure to be right, as it benefits him both directly and indirectly in prosecuting his work. He not only advertises himself, but his company, and proves to the world that he is endeavoring to prosecute his work on honorable and truthful lines.

He puts himself in touch with those who have made the most pronounced success in life insurance field work and necessarily derives as a result a very valuable asset. It is impossible for a bright and active life insurance man to associate with other men who have attained success, without acquiring valuable methods and new thoughts for the prosecution of his own work. It gives one more respect and a higher admiration for the calling of life insurance, and this in itself is an in-

spiration for not only higher ideals but more successful results.

The privilege of hearing addresses from men eminent in the different walks of life, from time to time, who favor us with their presence and the result of their deep and profound thought on the subject of our calling, is of immense value to an agent.

It gives him experience and confidence in himself in public speaking. Many men can argue and speak very fluently while sitting in their chairs, but once get them on their feet and they are at once the victims of what is called "stage fright." I have repeatedly seen men whom I have admired for their pointed and easy methods of reaching results in an argument while seated, who, when they arose to speak but a few moments, seemed to lose control of their thoughts entirely.

Organization is necessary to success in any line of work or procedure, for individual effort alone cannot accomplish any great reform. Bankers, lawyers, ministers, merchants, manufacturers and almost every occupation in life is organizing for the protection and benefit of the individual interests of those engaged in the different occupations. Organization in any line cannot be successful unless it be supported, and actively supported, by those who are expected to derive whatever benefits result from such organization. It is, therefore, most essential that each and every man engaged in any profession, or calling, should do his part toward successful organization, and especially so if he intends to make that particular vocation his permanent life work.

When a man enters upon any line of work with a determination to succeed and obtain both honor and fortune, there are three very important and necessary objects he should keep constantly in mind.

First, to establish a reputation for honor, truth and morality.

Second, to take an active and prominent part in any movement for the betterment and perfection of his calling or profession.

Third, to acquire all the information possible by taking advantage of every opportunity of coming in contact with the very best minds and most successful men in the calling one has chosen—thus utilizing not only one's ex-

perience, but the experience of others who have obtained eminence in their work. Our associations are helpful in attaining each of these objects.

An agent should cultivate the acquaintance and friendship of his competitors, and in no way can it be done to better advantage than by establishing a membership in a local association. There are many cases where an agent has surplus business to take care of, and it is very natural that he should place it with one in whom he has an interest.

I know of one of the most successful general agents in New York who owes his success almost exclusively to business received from his friends among the general agents and managers of other companies.

It is always well to "hang out our banners on the outward walls" and be in the front rank in all movements for the betterment of our business. The interchange of ideas and arguments of agents from the different sections of the country is like tilling new and fertile ground for the ambitious and active agent.

The above are a few of the many reasons why every man engaged in life insurance field work should take an active part in organizing local life underwriters' associations and they are very important reasons. But there are other and possibly more far-reaching arguments in favor of increasing and broadening the work of this association (which consists of representatives of each local association) that the writer has several times referred to before both this National body, and different local associations throughout the country. I refer to the great question of national supervision of life insurance companies. It is a fact that the President of our country and the leading statesmen of our land have given a great deal of thought at the present time to the absolute necessity of adopting some plan in that direction. I do not presume to advocate a step in that way at the present time, but it is a matter which we must take into consideration very carefully. To give it form it must naturally come before our Senate and House of Representatives. If it does you can readily see the absolute necessity and the immense value of association work throughout the land in influencing legislation in the right direction.

State taxation is another very serious question. By becoming strong in organization throughout the land, by increasing our membership, by interesting others in our work, we make ourselves an influence for good with our individual representatives in Congress to put forth extra efforts in the direction of national supervision in our state legislature in the direction of reducing taxation. As was well said this morning by Mr. Lunger, the insurance departments of the different states were organized originally for the purpose of protecting the individual interests of the citizens of those states. The tax was not intended to be a source of income. The millions of money which every year roll into the state treasuries of this country come not from the companies but from the pockets of the policyholders, and that is one reason why there is dissatisfaction today because of the increased taxation we are compelled to submit to by the different states in which we do business.

Now, gentlemen, I think it is the duty of every man who intends to make this work his permanent life work to become actively engaged in his local association. This very day we see the great benefit of our work. Suppose six or eight years ago the conditions that exist today had been in force. What a terrible condition we then had! How we disgraced our business! How we dragged it in the dust! But today we are all standing shoulder to shoulder, happy to bear each other's burdens. I met a man at noon today who came to me and said "Mr. Cochran; I have not attended any association meeting for some years, but I want to say to you (he was the agent of one of the companies which has been having some trouble) that I have been so impressed with the kindness and the consideration shown me by the agents of other companies during my season of trouble that I felt I must come here." He gave me one or two instances where they had been sent for by his old policyholders for advice what to do. They all advised them to go ahead, that the company was all right, to stand by the men they were insured with. That would not have been the case fifteen years ago. Today we can stand by each other and keep our eye on the star of life insurance, knowing that all the companies are solvent, knowing that nobody has accused any one of being insolvent, but

the yellow journals and the public which is always finding fault and trying to tear down the one who is leading, is constantly finding fault and spreading untruthful information for the purpose of unsettling those who have tried to protect their loved ones in the only way in their power. And I say to you today that we ought to go from this hall, this grand convention, the largest we have ever held, determined to make it our work, not our convenience, not a side issue, but our work to see to it that the good that this association is doing is personal to each and every man, not only who is working in the field, or who is occupying the official's chair but who is carrying a life insurance policy in any company in America today. I thank you. [Applause.]

Mr. Philip H. Farley, New York—Mr. President, Ladies and Gentlemen: I presume that there is no one present who is not an affiliated member of a life under-



writers' association. Consequently, I shall take as a text for my five minutes this suggestion: "The Duty of the Agent in Respect to Life Underwriters' Associations" is to become a member thereof and having become a member to be a persistent member, and always feel an obligation to enlist any fellow agent who has not already enlisted in life underwriters' work. Life underwriters' work is for the good of every agent, be he in the national guard, the regular army or a bushwhacker. There-

fore it is the duty of the agent in respect to life underwriters' associations that they should become members thereof and persistent members. Life underwriters' association work reviewed throughout this country has given ample demonstration of its utility. I shall refer to no commonwealth by name, but I could tell of a life underwriters' association having held in check the very evils that have been discussed here. And what can be done in one commonwealth by one body of life underwriters can be done everywhere else.

Now, there is another great reason. As the Moham-

medan goes to his Mecca; as the Hebrew goes to his Jerusalem; as the Christian goes to his Palestine, so the life agents should go to their life underwriters' convention as a shrine, and going to the shrine they should emerge from it filled with sentiments of friendship, charity and love for one another. "Whatsoever ye would that men should do to you, do ye even so to them." That is the duty of the agent in respect to life underwriters' associations. [Applause.]

Mr. Percy V. Baldwin, Boston, Mass.—Mr. President and Gentlemen: As life insurance men we enter this business primarily to make our living and that we should

make a living and as good a one as is consistent with our brains, ability and opportunity is correct, right and just.



But if we accept from this business in which we are engaged the privilege of making our living from it, we must at the same time assume towards that business certain responsibilities which have been well stated by our president this morning; to make the work easier; to make it more remunerative; to reduce friction; to inspire confidence; to develop initiative

and moral courage; to make ourselves more effective, and to make life insurance more popular and better understood in the community. And it is to do that that we have organized our life underwriters' associations. We have realized that in this work as in every other work in this country, in government, in business, in society, it is only through co-operation that results can be accomplished; and if it be incumbent upon us to accomplish those results, and if there be but one way in which those results can be accomplished, our duty is, as has well been said by the gentlemen who preceded me, to join the underwriters' associations. But having joined the associations our duties do not cease; our responsibilities become heavier than ever. We have joined an organization which stands for something, and it is our duty and our privilege to carry out the objects of that organization with which

we have allied ourselves. Many of us, I think, in times past, and perhaps some of us in the present have had or still have rather erroneous ideas as to the objects desired by the organization known as the life underwriters' association, and while I am not going to attempt to name them all, there is one of them which in my opinion stands out prominently, that we should achieve, and that it is our desire to achieve through these organizations, and that is a knowledge of the good points of our competitors. We shall find out enough of the bad points meeting them day by day in the offices or on the street, but if we can meet these men socially, if we can meet them pleasantly, if we can meet them as friends, either at a dinner or at a meeting, or in any other way, we shall eventually learn that a competitor need not be an enemy, and that the men from whom we try to take business honestly and fairly and squarely, and whom we meet in competition on that basis, may be friends as well. And if, as members of these associations, we see things which we do not like, or things of which we do not approve, do not let us forget that it is easy enough to criticize; but that it is foolish to criticize unless we have a remedy to offer, and if we will stay right straight in that association and work our best and our hardest to have an association and carry out the ideas for which it was organized, we shall to a certain extent at least be doing our duty, and it seems to me that we can say, summing it up completely, that so far as this association is concerned, the duty of a life insurance agent towards his association is "to look up and not down, and to lend a hand." [Applause.]

President Dolph—I am going to ask our friend Mr. George L. Root of Peoria, Ill., to take up not more than five minutes with a little fun, and I think he will entertain you.

Mr. Root—You do me quite an honor to call on me to give you entertainment. The only entertainment that I could give you would be to illustrate to you human nature. I am going to show you that deception is used in every day life and in all business. And life insurance is not an exception. (Mr. Root then performed a very amusing trick with a small machine like a wringer, by

which he apparently printed ten dollar bills on ordinary pieces of paper.)

Continuing he said: We are here celebrating our sixteenth anniversary, and there are grave questions in our business before the country today, and I do not think this association should adjourn without taking some action and going on record in some way as to whether they are in favor or not of national supervision of our business. [Applause.] Now, I am not going to express to you what I think about it, but I am just advancing to you that suggestion. With this crisis right on us the world is agitated and we are the representatives of the agi-



tation. Now, in body assembled, would it be right to adjourn this sixteenth convention without saying to the people whether as an association—you don't have to speak for your companies, you don't have to speak as an individual, speak collectively as a National Association of Life Underwriters—whether you are in favor of national supervision or not. That will strengthen your Congressmen and your Representatives from all over the country, because there is going to be legislation of some kind at the next session of Congress, and if you are in favor of national legislation you should assist your Congressmen and the Representatives in your district by telling them so, and if you are opposed to national legislation you should not be afraid to say so, and this is the time and the place. [Applause.]

President Dolph—If any one has an announcement to make this is the time.

Mr. Collin Ford, Cincinnati, O.—I would like to say just a word on that subject of legislation. Some years ago Hon. John M. Pattison of Cincinnati was elected to Congress, and went there for the express purpose of putting life insurance under federal supervision. He introduced his bill. When the constitutional lawyers got hold of it they said, "Mr. Pattison, we have not jurisdiction; the Supreme Court of the United States has decided that

insurance is not commerce, and that Congress can only deal with commerce." But recently a suggestion has been made by President Roosevelt that looks a little



as though that obstacle might be removed. You may recall that in his inaugural address he said that life insurance had become so great an interest in this country, not only inter-state in character, but even international, that he hoped Congress would find some way to place it upon the schedule of Congress. That opens the way, so that if that can be done then the Congress will have jurisdiction and they can legislate upon that subject, and I think myself it would be well for this body to put itself

upon record as to what the members think ought to be done in the premises. [Applause]

President Dolph—Is it the disposition of the convention to continue the discussion of this topic? It is now twenty-three minutes past four. I think it would be in order to entertain a motion to adjourn.

Mr. J. J. Raleigh, St. Louis, Mo.—Before we adjourn I would like to introduce a resolution upon one of these subjects brought up by Mr. Root. With your permission I will read this resolution:

Whereas, The public press, official committees, life insurance departments, and legislative inquiries have disclosed methods and practices in the management of some life insurance companies which, if not criminal in their nature, appear to be grossly irregular and in violation of the principles of the trust involved; and

Whereas, These disclosures threaten to create in the minds of the uninformed a suspicion regarding the integrity and management of all life insurance companies, and to bring the business into general disrepute; be it

Resolved, By the National Association of Life Underwriters in convention assembled that we, the members of this association, who have been chiefly instrumental in inspiring confidence in the minds of policyholders, and in building up the magnificent structure of life insurance, owe it to ourselves and to those who have reposed confidence in us, to

oppose those influences which would tear it down, and demand that if crimes have been committed the criminals be punished, and those who have violated their trust be deprived of their trusteeship. We urge and insist that we are not willing to support in the field misconduct in the home office. We oppose concealment or evasion, and demand such publicity as will lead to the correction of abuses wherever they may be found.

Mr. Cochran—That would come under new business. It seems to me that resolution had better be deferred until we have disposed of the business that has been arranged under our regular program, and then take up the resolutions under new business.

President Dolph—I understand that resolutions of every character require unanimous consent of the convention, to be considered and acted upon in the convention. Otherwise they should be referred to the executive committee.

Mr. Raleigh—Then in view of that fact I introduce that in the name of the St. Louis Life Underwriters' Association. As I understand your ruling, any matter introduced by one association and seconded by another must be voted upon.

President Dolph—The proper motion, as I understand it (if I am not correct I am ready to stand corrected by some one who know the rules better than I do) my understanding is that it requires the unanimous vote of this association to vote on this matter now.

Mr. Scott—It requires a two-thirds vote. Now, in order that we may just test the convention on it, I think myself we should not debate it. I think it is a matter which requires more thought than we could give it in just an hour or two. I think that the proper place for it would be, in accordance with a motion I make, that it be referred to the executive committee.

The motion was seconded and carried by a viva voce vote.

Mr. Hopkins—I move you that the executive committee take the matter in hand and report to the convention tomorrow on this resolution.

The motion was seconded.

Mr. Scott—I am not a member of the executive com-

mittee. I do not think in the first place it has a meeting before tomorrow. In the second place I think that even though it had it would be physically impossible to consider this resolution and report it back tomorrow. I simply say that in explanation, even though the convention rule that they shall report tomorrow.

President Dolph—That is my impression—that we have no meeting today. Unless this convention orders the executive committee to meet specially, I think it would be physically impossible. If you are ready for the question I am ready to put it. The motion is that this be referred to the executive committee with instructions to report tomorrow. All in favor of this resolution will say aye.

[Cries of "No, No."]

Treasurer Weeks—The motion was that the committee be requested to report tomorrow.

Mr. Baldwin—The matter, by vote of the convention, has already been referred to the executive committee, and therefore the first half of the motion that you have just put has already been carried, and the question before the house now is new and entirely separate, that the executive committee be requested to report tomorrow.

Mr. William C. Johnson, New York City—I move an amendment: That the matter be referred to the executive committee for consideration and report when the committee finds it convenient.

President Dolph—This question has been now disposed of, and the resolution has been referred to the executive committee; therefore, any amendment to that would be out of order. The question is on the request for the executive committee to report tomorrow. I am ready to put the question, that the executive committee be requested to report tomorrow.

Mr. Charles W. Scovel, Pittsburg Pa.—The amendment which I am glad to second is, that the committee be requested to consider and report, leaving out "tomorrow," leaving it to their discretion.

President Dolph—The convention understands the amendment.

Mr. J. E. Meyers, Minneapolis Minn.—Does it mean to report to this convention or to some future convention?

This question comes up now. It comes up for this convention or to be pigeon-holed by the committee; and although I do not agree with the resolution as made, it certainly behooves us to my mind to say something on this question. You know the able editorial writers all over this country are telling us just exactly what we ought to do and what we ought not to do, and we might as well express ourselves. I do not like the motion to refer indefinitely. If the executive committee does not mean to report to this convention, they can leave it out. I do not want to support an amendment of that kind. If you amend the motion "to report to this convention at their discretion before they adjourn" I heartily endorse such motion.

Mr. Scovel—I should like to support the amendment of leaving the matter to the executive committee, which committee is distinctly representative of this body. It meets in private and can consult over wording, spirit, tone and everything in regard to such a resolution, as to which the utmost care should be exercised to be really representative of what this body ought to say, if anything, and for that reason I think it is eminently desirable to have it threshed out in the executive committee, and not let it come before this body until it has had their substantial endorsement. And if it be their wisdom that nothing can be agreed upon as substantially representative and politic and wise for us to say at this time, then I should be very glad if nothing be said. I may say personally that there is not a word in that resolution that I do not personally and constantly say. The exact language and policy of what this association should say is a very delicate question, and should be debated in a different body than this.

President Dolph—The question is on the amendment. The amendment is that this question be referred to the executive committee, and that they report. If the question is voted in the affirmative the executive committee will report when it thinks wise. All in favor of this amendment will signify by saying aye.

The motion was carried almost unanimously.

On motion the convention adjourned to meet Wednesday at 10 a. m.

SECOND DAY'S PROCEEDINGS.

MORNING SESSION.

The third session of the convention was called to order Wednesday at 10:05 by President Dolph.

President Dolph—I would like to report this morning that in accordance with your instructions yesterday I sent the following telegram to Mr. Darwin P. Kingsley, vice-president of the New York Life:

I am directed by the National Association of Life Underwriters to advise you by telegraph that it unanimously adopted a vote of thanks for your able and instructive paper. JOHN DOLPH, President.

At this particular period of time it is doubtful whether any body of men connected with the life insurance business occupy such a unique, and shall I say enviable position as the departmental examiners. All the ills and troubles of the business—real and imaginary—are to be remedied by this process. In fact the life insurance atmosphere has been full, even to the clouding point, of examinations and promised examinations since the opening of 1905—examinations by the officials and directors, by the state, by the legislature, by combined states, and perchance at a not distant date, we may say by the United States. And yet the examiner is a necessity. We need supervision, and hence we need honest, fearless, capable examiners. There are none better than the young man I am about to introduce. His work stamps him as a man peculiarly fitted for the position, the results of his labors are accepted as authoritative. Commencing as actuary and examiner of the Connecticut insurance department, his services are now eagerly sought by the various states throughout the United States.

Considering the time lost from business as a result of a serious accident, from which he has barely recovered, we are especially indebted to him for preparing, and coming here to deliver an address for us. Ladies and gentlemen, I have great pleasure in introducing Mr. S. Herbert Wolfe, consulting actuary of New York City, who will address us upon the subject "The Life Insurance Company from the Examiner's Viewpoint." [Applause.]

Mr. Wolfe—Mr. President and Gentlemen of the Convention: I am very grateful indeed to you for this very

friendly greeting. I have known a number of you for a great number of years, even greater than the number of years which have been given credit to me by the presi-



dent, who, in introducing me, said I was a young man. But I am glad to meet all of you and not only renew old acquaintances but make new ones. I am appearing here against the professional advice of my physician, and I will therefore use it as an excuse for this paper having the meritorious fault, if I may so term it, of being very brief. I want, before I start, to rid myself of any charge of reading any paper or delivering an address or giving a talk. This is merely a chat between some gentlemen I

hope to call my friends now or at some future date.

Of late years the business of life insurance has received a great deal of advertisement which, if gratuitous, is not exactly in the form which would be selected by those having the best interests of the institution at heart. Those ever youthful and versatile writers "Pro Bono Publico" and "Veritas" have been deluging the papers of their towns and villages with lengthy screeds attempting to prove the rascality of insurance managers in general, but succeeding only in demonstrating how colossal was the writer's ignorance of the subject.

Since the editorial writers of all the "yellow" journals have told with great glee of the various doings of the so-called insurance magnates, as though they were rolling around their tongues the most recent sweet morsel of society scandal, I feel that I may be permitted, without further apology, to tell a few truths about the institution with which we are associated.

I was going to ask the privilege of offering a few statements in defense, but upon second thought I became convinced that life insurance needs no defense or defender, for it is firmly established not only upon scientific grounds, but also upon an equally enduring and ethical basis, and is inevitably connected with the prosperity and history of this and other civilized nations.

It may not be uninteresting to show by a few concrete illustrations the extent to which life insurance has entered into the every-day life of the people. The United States leads the world in the size of the companies domiciled within its borders. Taking, for example, the records of three of the largest companies, we find that at the end of the last calendar year they controlled between them \$1,242,731,113 35 of assets. Now, bear in mind that an insurance company is not a productive corporation. It receives certain moneys; it invests them; it distributes these funds to the beneficiaries of the policyholders who die during the existence of their contracts, or to those who, by their survival of a stated period, are entitled to such participation. The corporation itself is, therefore, merely a collecting and distributing bureau. It produces nothing. It is the receiver, the custodian, the investor and disbursing officer of the funds which its policyholders pour into its coffers. These remarks are equally true either for the life insurance company with a capital stock or for one organized absolutely upon the mutual plan. In the former case, there may be some charter or statutory provision which will permit the stockholders to receive certain dividends; but the distinction must be sharply drawn between the capital stock of a life insurance company and that of an industrial corporation; for, in the latter, the operations are produced and extended by means of the contributions of the stockholders, while, in the former, the policyholders contribute the assets.

It has been pointed out that three of these companies alone owned on Dec. 31, 1904, over one and one quarter billion dollars in securities of various kinds. This great sum represents the contributions of individuals scattered throughout the civilized world, and numbering at that time 2,158,749.

I challenge any of my auditors to point to an institution which contains so many magnificent points, all of which entitle it to our careful and most thoughtful attention. A savings bank is a depository into which thrifty people voluntarily place their savings. A loan bank is an institution which temporarily relieves the wants of people by advancing small sums of money upon collateral at a reasonable rate of interest; but an insurance company not only combines all of the good features of these

two institutions, but adds to them qualities which are of the greatest importance and of incalculable benefit to those who are fortunate enough to be policyholders. It is an encourager of thrift, and further than this, by its periodic demands, it removes the element of volition from the thrift of its beneficiaries by insisting that at regular stated dates there shall be deposited in its coffers a certain sum. Realizing, however, that in some cases a strict adherence to these principles might entail hardship, it embodies in its contracts a provision which permits the policyholder to borrow money merely upon the proper assignment of the contract without other collateral, and upon the payment of interest at a rate which, to say the least, is extremely reasonable.

The very nature of this business requires upon the part of its followers a thorough appreciation of the trust resting in their hands. To you (and probably this is true in a greater degree than it would be to almost any other group of men) it is unnecessary to dilate upon these features. But I feel that the recent public utterances and writings in the public prints derogatory to the business are blessings in disguise. The atmosphere needed a thorough clearing, which could be obtained in no other way. Mere size and richness had assumed proportions which it became necessary to reduce and the most effective way was that which has been followed. I realize that this may have seemed unduly harsh and unnecessary to many of you; but after the smoke has cleared away you will be in the position of the patient who begins to appreciate the good effects resulting from a major operation which at the time seemed most severe in the manner in which it was carried out. I have always felt that the agents of an insurance corporation are the most important of the elements entering into its composition, for they are the soldiers in the great army which is sent out by the corporations to interview, instruct and solicit the general public.

Upon this army falls the brunt of all the strife and it is upon these soldiers that the success or failure of the commanding officers depends. Can there exist therefore, a more cogent reason for harmonious work between the private in the ranks and the general sitting in his bomb-proof shelter? Is there anybody more interested con-

cerning the ultimate welfare of a life insurance company than the agent who solicits the application? It is he who will have to live in the locality where his satisfied or dissatisfied policyholders are, no matter how many miles away from the home offices of the company, and bear the burden of their complaints, be they well-founded or only imaginary. I cannot imagine any one who has a greater interest in seeing that the methods of his corporation are conservative and based upon proper scientific lines. It was a feeling of this kind that actuated me in accepting the invitation of your president to come here and address you this morning upon this subject, and I can readily understand that you may think it presumptuous in one not engaged in actual field work to come before you with the idea that his remarks may prove of service to you in the canvass which you are about to make. I beg to acquit myself of any such intention, but if I can succeed in turning your thoughts for a moment in the direction of the position occupied by insurance in the economic structure, I will feel that I was not mistaken in the motives which induced me to accept this invitation.

An insurance corporation is a creature of the state which grants it a charter. Unfortunately, the business is so complex and the fundamentals are so little understood by the average citizen, that the state recognizes its duty and provides a method of supervision over the affairs and operations of corporations of this class. If the representative of a banking institution came to a business man and solicited the opening of an account, promising to pay 6 per cent. interest upon the unexpended daily balances, his offer would be spurned by ninety-nine out of one hundred men, because they would realize that an institution making such offers was one not to be trusted and not entitled to be the custodian of funds. If the same man were approached by the representative of an insurance company whose premiums were inadequate and based upon erroneous assumptions, the cheapness of the offer would be attractive in ninety-nine cases out of a hundred, and not until some disaster had overtaken the corporation would any complaint be heard. Unfortunately, in the case just cited, the denunciations would be aimed not at the particular corporation, but at insurance companies in general.

The state has a vital interest in the successful administration of life insurance companies. They are encouragers of thrift; upon the death of the wage-earner, the proceeds of the insurance policy are, in many cases, the only barrier between the family and pauperism. For that reason, life insurance takes its place in the economic structure and occupies a peculiar niche, for it not only encourages habits of economy and compels periodic deposits of money (as contrasted with the voluntary deposits which are made in savings banks) but it exercises the more important function of distributing the losses of the few among the many. It has been well said that nothing is so uncertain as the date of the death of any particular individual, and nothing is more certain than the number of individuals who will die in any given year. Insurance eliminates the hardship which would be occasioned by the premature death of the individual, in such a way that each of the contributors pays his share of the mathematical probability of his death during the given period. As an illustration of the recognition by the state of this peculiar economic relationship, it may be pointed out that in Europe we find a system of compulsory governmental insurance, covering not only death from all causes, but also disability from accident and disease.

The supervision on the part of the state is proper in the case of corporations, and the necessity for such supervision over forms of business other than those of corporations, has been admitted. We see the state extend its paternal care for its citizens in the case of the physician, the dentist and the lawyer. It will not even permit the veterinarian to practice his art upon the dumb creatures under our control without passing upon his qualifications. Nay, even the barber and the chiropodist must bow to the "powers that be" before they may practice their arts. How much more necessary, then, is such supervision in the case of life insurance, in which when the time of realization comes, one of the parties to the contract has passed away, and that which during the policyholder's life time was a more or less shadowy and vague unreality, assumes its prime importance when he is no longer present to explain what his intentions were and to confirm the representations made by him. The

state, therefore, is very wise in throwing around the interests of its citizens all of the safeguards that it can. Unfortunately, these precautions are not as perfect as they might be. But I shall be greatly mistaken if the present disclosures have not convinced the states of the necessity for maintaining efficient supervisory departments. It is needless to say that when this occurs the entire business and all connected with it will be correspondingly benefited.

What are the essentials which appeal to the state examiner when he enters a corporation's office? I think I am correct in giving first place to the personal equation. Without a satisfactory personnel no corporation can be successful, and in many cases the only thing which has saved a poor one has been the inflexible honesty of the men at the head of it.

Do not misunderstand me, for I do not mean that every company should have on its board men known as Napoleons of finance or who are noted for their mere wealth. I should think that a corporation would prefer sturdy business men whose reputation is beyond reproach and whose judgment has been tried in the fire of actual experience. The officers, of course, should be men combining not only a keen sense of personal honor, with pride in and loyalty to their institutions, but also men whose training in the profession renders them efficient in their various fields.

Next to the make-up of the official staff, the most important thing is, of course, the investments. The men I have just described will, I have no doubt, under all circumstances, apply but one test when investing funds, and that standard is the protection and interests of the policyholders. Men who use the funds of a life insurance company for their personal gain or aggrandizement have no place in the directorate of an insurance company; and the many evils which arise from such a company attempting to control banks, trust companies or other subsidiary institutions are too well understood and have of late been too prominently exploited to require proof.

The most remunerative form of investment is that of bonds and mortgages on real estate. It goes without saying that the sole test which should be applied in this case is the stable security which is offered by the invest-

ment itself. No influence of any director or officer should be permitted to affect a finance committee in the acceptance or refusal of any mortgage offered to it. There are certain classes of property which, while having a present value, are, nevertheless, but poor subjects for mortgage, judged from the standpoint of an insurance company. No company should be placed in the position where, if compelled to foreclose, it could not find a ready purchaser or renter for the property. Hotels and theatres are examples. I venture to assert that if the records of companies were examined it would be found that by far the greatest percentage of foreclosures was upon securities of this class. Human judgment is not infallible, and no matter what care may be exercised in the making of loans, I think it is impossible to prevent a certain number of foreclosures. When this takes place there are but two courses open to the officers, and I have known corporations which have followed each of them. One is to immediately dispose of the foreclosed property even at a loss, and thus avoid the trouble, expense and worry incident to management of property. The other is to spend sufficient money to place the property in excellent shape, and then attempt to find a purchaser, or, failing in this, to find a tenant desirable in every way. Either of these ways is good, but to get the maximum benefits it must be carried out with all the energy and intelligence which it is possible to bring to a troublesome subject.

Some corporations have shown a preference for loans on collateral. And here, again, we are confronted with the old difficulty that the influence of a director or an officer is so apt to be a dominant factor. It was never intended that an insurance company should exercise banking functions; and it is a more or less disturbing truth that most of the collateral offered for loans is of a kind which is affected by the rise and fall of the stock market. I do not include in this category the loans made to policyholders upon the security of their contracts, for in my opinion there is no investment which is so productive of good results as this one. It not only serves to relieve any temporary financial embarrassment of the policyholder, but it is absolutely ideal in the security which it presents; for if the policyholder lapses,

the loan (which I assume, of course, is always within the reserve value) ceases and the company recoups itself from the policyholder's funds which are on deposit with it. Should the policyholder die, his loan is deducted from the proceeds of the contract before they are turned over to the beneficiaries.

There are numerous ways of investing a corporation's money, but primarily all of the collections from policyholders are placed in banks or trust companies. And it is here that the greatest evil is experienced. The good old times when a bank was merely regarded as an institution which attended to a corporation's collections and disbursements, have unfortunately passed away, and in their place has come a feeling that no insurance institution is complete without a financial annex of some kind. This annex serves the purpose not only of attending to the legitimate banking duties, but furnishes a means of circumventing the laws and standards established by the state. With a full realization of the precarious character of agents' balances, supervising officers (granted the authority to take such action by the statutes of their states) have ruled that assets of this character are inadmissible. The ignorant and innocent have assumed that the insurance companies have accepted these dicta with resignation, but the recent disclosures have shown that it is no uncommon thing for an agent to secure his advances from the convenient bank or trust company, and this loan has been guaranteed by the insurance corporation. The guarantee may take many forms, but the fact remains that huge deposits of policyholders' moneys must be maintained in the banking institution in order that such accommodation should be granted. It goes without saying that a transaction of this kind is indefensible when judged by every standard of good business and simple morality.

All of these standards may be observed by an insurance company, and yet its ultimate success may be seriously retarded by the poor system of records which it maintains. If proper books are not kept which show conclusively all profits and losses which the corporation has sustained, it is not conducting its operations in a manner such as ought to bring to it the approval of all right-thinking men.

We frequently hear it asserted that no criticism ought to attach to certain individuals because their acts have not resulted in a loss to their corporation. This fallacy is one that, owing to its simplicity, is hardest to meet.

A thing is either right or wrong, irrespective of its ultimate results. And the excuse which is given by so many unsuccessful speculators, who take the funds of institutions toward which they exercise a fiduciary capacity, is just as logical as the reason just assigned.

These may be unpalatable truths for some of us, but I believe they will, nevertheless, stand the test of time. The standards which I have given may seem hard of realization, but the officer who purchases bonds or stocks, who permits any motive to actuate him other than the ultimate safety of the funds is recreant to the trust which has been imposed upon him. It may be difficult to obtain securities yielding a high rate of interest and combining the elements of safety with those of desirability. If such be the case, the remedy is not to invest in securities of a questionable nature, but, rather, to seek those yielding a lower rate, and the managers of companies need not be afraid but that their actions will meet with the approval of the policyholders. In fact, I know of no more patient individual than this policyholder. He entrusts his savings to an institution concerning which, in many cases, he knows nothing at all. He entrusts the investing of these surplus funds to people with whom he has no personal or official acquaintance; and when he is invited to attend corporate meetings and exercise his proud privilege of the suffrage, he shows his indifference by his failure to attend. I cannot at this moment recall a single instance where any officer or group of officers has been deposed as long as he or they remembered the cardinal principles of official virtue and honesty. It is only when offences against corporate decency have been flagrant that the long-suffering policyholder has risen in all his might and glory and effaced from the earth the offending officer; and I am happy to bear testimony to the fact that in reforms of this kind the agency corps has never been backward in deciding upon which side it should be arrayed.

It is an unfortunate fact that the life insurance company from the public's standpoint is not the same as

from the examiner's viewpoint. An intelligent business man of my acquaintance illustrated his opinion of the manner in which companies treated their policyholders as far as the profits of their institutions went. He told of a boy leaning against a fence and sobbing as though his heart would break, but in a very quiet way. A stranger approached him and upon learning that the cause of the lad's grief was the theft of one of his two oranges by a street loafer, asked: "And is that the loudest you can cry?" Upon receiving an affirmative answer he promptly took the other orange and made off with it.

As I have already said, I feel that this does the business of life insurance a huge injustice, but I cite it as an evidence of the feeling which exists among some men today. The time is coming when the cry of the policyholder for his rights will not be as quiet and soft as it has been in the past. And you gentlemen of the agency corps can obviate the necessity for any lamentations upon the policyholders' part if you will only use your great power to secure a reform of the evils which exist among some corporations today. From my personal knowledge of many of your members and from a study of the aims of your organization, I feel that it will require merely a realization of these truths to have you unfurl your banner in such a cause. And when that time comes the life insurance company from the examiner's viewpoint, will be the same corporation as from the agent's viewpoint and the policyholder's viewpoint. [Applause.]

Mr. J. Carlton Ward, New York City—I move you, sir, that the thanks of this association be extended to Mr. Wolfe for his very able and interesting paper.

The motion prevailed.

President Dolph—The next thing for us to take up is the discussion of the first topic, which will be opened by Mr. I. Layton Register.

Mr. Register—Joseph Chamberlain, the English statesman, tells this story about himself. Upon one occasion he was the guest of honor at a dinner where the mayor presided. After the coffee had been served and the cigars lighted, the mayor turned to Chamberlain and touching him upon the arm said: "Shall we let the

people enjoy themselves a little longer, or shall we have your speech now?" [Laughter.] We have so thoroughly enjoyed the splendid addresses of the distinguished



speakers who have held you spell-bound that it seems like dropping down to earth to now inflict upon you five-minute paragraphs, and yet these brief talks have become one of the most important features of these conventions.

The irrepressible chairman of the committee on topics has asked me to prepare an introduction on the following subject: "Life Insurance the Highest Type of Commercialized Beneficence." That sounds like an axiom, and therefore requires no proof. As such it is a complete

argument for life insurance in epigram. And yet I do not like the words "commercialized beneficence." Life insurance is a business, rather than a beneficence. It might rightly be called a beneficent business. The word commercial, in brief, means trading. And beneficence means active goodness. The word has the same derivation as benevolence. It therefore seems unfortunate that a goodly act, which springs only from a noble heart, should be qualified by sordid trading as the channel for a manifestation of the highest type of beneficence.

Life insurance is a fulfilment of the gospel teaching that a man should provide for his own. It is the consciousness of this injunction that induces husbands and fathers to insure. If men could have a decree that they would live long and be successful, the beneficent aspect of life insurance would not appeal to them.

It is because they may die early and leave their families destitute, that the business character of life insurance, based upon the scientific principle of the law of average, convinces them that there is no other certain way of indemnity.

The commercial side of life insurance may refer to the compensation of officers and agents. The business must be managed, and the laborer is entitled to his wages. To be sure agents work along commercial lines when they ap-

peal to the nobler side of men to create the beneficence which begins with the death of the benefactor. But every conscientious agent, though naturally providing for his own wants, feels that he is doing as great good for humanity as the preacher and the teacher, and in that lofty sense it may be truly said that life insurance is the highest type of beneficent business.

But there is a finer type of our business which governs all fair-minded agents. It is the unseen spirit that animates our lives, and by cementing us in a common brotherhood, strengthens the purpose for which the underwriters' associations were organized. In a word, that tie is sympathy. We are not gladiators, waiting revengefully for the turned-down thumbs, to deal fatal blows to rivals.

Co-operation, not competition, is the life of our trade, you have heard. We are competitors only because the business of life insurance is not and cannot be a monopoly. Think then of the magnanimity that actuates agents in sinking selfishness and striking hands in a firm clasp to elevate the moral tone of this beneficent business.

There is a beautiful legend of the sweet-toned bells of the angels that softly ring out at twilight. Their notes make enchanting music, but only those can hear it whose hearts have been cleansed of all selfishness. This is only a legend, but those who thoughtfully interpret this higher type of beneficence, those who unselfishly live for others, make a music, the strains of which are not only enrapturing to our ears, but its echoes are heard reverberating down the corridors of time. [Applause.]

Mr. L. Brackett Bishop, Chicago, Ill.—Mr. President, Ladies and Gentlemen: The topic which I speak to might be amended to read like this: "Life insurance, properly conducted, is the highest form of commercialized beneficence." Amongst the noblest thoughts of men are the thoughts that are given to the proper care and protection of the family, and this care and protection is brought to its highest development in modern life insurance. The phrase "commercialized beneficence" is typical of the present age, which is an age of thoroughness and system. It was impossible in former years for the average man to provide for those dependent upon him after his death.

In those days the heart controlled the good actions done, but in this generation the cool head works with and makes stable the warm impulses of the heart. Never



before were the sick, the aged, the children, cared for as they are now. The educational work of the charity organization societies all over the land has taught us that relief given must not be haphazard and temporary only, but it must be, if possible "adequate relief." President De Boer recently said "Life insurance is one of the best efforts of civilization to support itself, and warts and all it is the finest thing yet." The modern life insurance policy,

broad, comprehensive, fitting all needs and continually being perfected, offers men the greatest opportunity to adequately protect their families and estates, that the world has ever seen, and is therefore the highest form of commercialized beneficence. [Applause.]

Mr. Scovel—Mr. President, Ladies and Gentlemen of the Convention: In the few words I have to say on this topic. I wish first to point out a special reason why the wording of the topic is not exactly accurate—why life insurance is not to be termed "commercialized"—and, second, out of that very reason, to arrive at the special point of view from which life insurance seems to be beneficence of the very highest type.

Of course we all know that life insurance is not "commerce" at all, in the ordinary sense, whatever the supreme court may ultimately decide it to be under the federal constitution. We know that life insurance, in its theory, is a science. In its practice, it is an applied science, but still exact—as exact as anything can be when applied and operated through human agency. In this respect life insurance is not commercial, but strictly technical and professional. And there lies our great responsibility, whether we be home office or field men; we are dealing with the layman in something he knows little about. He not only knows little about it when he takes

it, but he keeps knowing less and less the longer he has had it. He cannot himself use it, or operate it. After he has bought the automobile, it is the company's machinery that must keep it going and the agent must be the permanent chauffeur to guide it where the owner wants it to go. That is more than a commercial responsibility.



But we must go a little deeper for the special reason I have in mind, why life insurance is fundamentally non-commercial. Commerce concerns itself with some commodity or thing of value to be passed from one person to another. The commodity or thing of value is in existence in the hands of the

maker or the seller, before the buyer or consumer comes along. You get up a company and build a blast furnace. You throw in iron ore and coke and limestone, and presently you draw out molten pig iron. You have done something; a product has been made, and there is no difference whether it be sold all to one customer, or to many, or be piled up for a future market. But suppose you get up a life insurance company with ample capital stock, with full array of officers and agents, rate-books and policy forms, and you open up your door with all the machinery to write, say, a million dollars a year. You have not produced any life insurance by all that. The first year you write that intended million dollars, but all on one man. Still you have produced no life insurance. You do the same thing each year for five years. You have five million dollars at risk on five policyholders; but still have not one dollar of real life insurance in force—even though your cash assets be ten millions, twice the face of your policies.

No, sir. No amount of home office or agency machinery, no amount of assets, can produce the commodity we deal in. True life insurance has its existence in lives at risk, enough of them to make an average to which the mortality tables can apply. We can sell a kind of in-

demnity or guarantee, but scientific life insurance is only created through the co-operation of the hundreds and thousands of policyholders. The policyholders are the raw material of our product. They are the ore that has to be thrown into this furnace of ours, before any iron can come out. They are co-producers with us. I do not know of anything else in which the consumer is also the raw material and the producer and becomes such in the very act of consuming.

This paradoxical idea, which has not occurred to me before, interests me as giving new emphasis to the old fact that life insurance in its very essence is co-operation. We are continually talking among ourselves of the vital importance of the policyholder and his interests, but we want to put it to him more practically. We ought to say to our prospects: "We have no life insurance to sell you. The companies cannot make any without you and your fellows. Come join us and let us make it together." There lies the strength of the fraternity. Absolutely all it has is that single string.

With all its radical defects, it has built up an enormous following simply because it says, "Come, join." It does not say "Come, buy." The fraternity realizes, if we do not seem to, that life insurance is co-operation, not commerce.

Now all this leads directly to the one special point of view from which life insurance seems to me to be the very highest type of beneficence. I would leave out the word "commercialized," but will insert "secular," if you please, to avoid any conflict with the church. So I say life insurance is the highest type of secular beneficence, because it not only "helps men to help themselves," but provides a particular way of self-help that must help others at the same time. It means many peoples doing the same thing for mutual good. It cannot be done alone. You may help a man to get a fortune for himself, but not to get life insurance by himself. He has to have hundreds and thousands of people with him to make life insurance. Therefore the thing we invite people to do not only fills the usual conception of true beneficence, which is content with helping men to help themselves, but it contains still more of the spirit of the

Golden Rule and of human brotherhood because it is a thing which cannot be done at all except where all combine and each one helps the others in the very act of helping himself.

What higher type of higher beneficence could there be? [Applause.]

Mr. J. Edward Durham, Philadelphia, Pa.—Of course in our five minute talks we can only take up one phase of this subject. On some delectable occasions we have cigars and other nice things put in, with which you are of course all familiar, and to those we add a drop of lemon to heighten the flavor. I perhaps in a good natured and

conservative way will add a little of that substance to this discussion of the topic.

When recently I first looked my topic seriously in the face I was reminded somewhat of the verse from The Gilbertian Ballad:

"And his gentle spirit rolls
Through the melody of souls
Which is pretty, but I don't know
what it means."



It looks like such a grand and inspiring sort of topic as a whole, sounds splendidly, good, big, round words, of the uplifting sort,

seems like one should mount on the wings of the morning and fly to the uttermost parts of the world of Altruria on such a topic. But, being then analytically inclined, I began to inquire—what shall we include in beneficence, and what are commercialized beneficences, and what are uncommercialized beneficences?

Now, beneficence is a well done thing. Is the public at times a well done thing, and if so, a commercialized or an uncommercialized beneficence? Is Tom Lawson, of whom some of you have perhaps heard, propagating commercialized or uncommercialized beneficence? And are John D. and H. H. and "Various," in laying up a modest competency against a particularly wet season guilty of commercialized beneficence?

Is a savings bank or a building and loan association a

commercialized or an uncommercialized beneficence?: and if commercialized are they of a lower type than life insurance, and if so, why? If lower, is it because the man can draw out his money and spend it, and if so does a C. S. V. policy make an equally low type of beneficence with a savings bank, and would a combination building and loan and term policy be an equally high form of commercialized beneficence with a policy without C. S. V. provisions and with an extremely long deferred dividend feature?

And what is an uncommercialized beneficence? Is it e. g. preaching the gospel? A minister received a call at a higher salary. A visitor asked the son whether his father was going to accept it. The boy said he thought he was. "Pa was in the parlor praying for light, but ma was up stairs packing the trunks." [Laughter.]

Now, dear brethern and friends, be kind enough to pardon me this bit of farrago and fandango. I have a serious thought or two on the topic, but it is the fashion of people in convention assembled to take themselves very seriously, as if they and their occupation were the whole thing. The lawyers glorify their profession as the visible expression of Divine Justice. The theologians theirs as the interpretation of Divine Will. The physicians theirs as the expression of Divine Compassion. The journalist, the teacher, each is doing his divinely appointed work of upbuilding or destruction. Are these commercialized or uncommercialized beneficences?

The line I cannot draw. Has the farmer, who has toiled into weariness, sowing in hope and reaping in faith, not done a work of the highest beneficence, commercialized or uncommercialized? Has the engineer, who, hand at throttle, nerves at tension, carries his living freight safely to its journey's end not done a work of highest beneficence, commercialized or uncommercialized? And is he not entitled to be cheered and strengthened by the knowledge that his work is of the highest beneficence? Let us not deceive ourselves.

So far as the actor is concerned, it is the thought back of the deed that makes a result, worthy or unworthy; a type beneficent or maleficent. Our work is a part and vital part of the world's work, and in so far as we, as

workers do our share intelligently, honestly, uprightly, we are doing a work of the highest beneficence. I care not whether commercialized or uncommercialized. And wherein officers and trustees of companies do their work wisely and responsive to the infinite confidence in them which was once their heritage, then are they doing a work of the highest beneficence. And when policyholders take their insurance from motives prudential to themselves they are doing a work of beneficence, perhaps commercial, but when they are unselfishly protecting, by their action, wifehood, motherhood, maidenhood, childhood, all elements combined, in such case, into a glorious union of admirable means to worthy fitting elements of the triumph of immortal love; and this we may properly apostrophize as the highest type of commercialized beneficence. [Applause.]

Col. Vrooman—Mr. President, Ladies and Gentlemen: I am called upon to discuss "Life Insurance the Highest Type of Commercialized Beneficence." I think we have heard this expression before. Large words of large significance to be considered in five minutes. My preparation consists in that amount of time spent with your friend and mine, Brother Register, in consulting the Standard Dictionary, and as he told you it conveys this information. Commercialize, "To make a matter of trade." Beneficence, "Active goodness." Then by way of explanation the dictionary makes this reference to Storr's Divine Origin of Christianity, "A system that suddenly swept into history with a rush of beneficence which



eighteen centuries have not exhausted can hardly have been a mere day-dream of Galilee."

I leave the dictionary behind and ask this question: May we not with profit adapt this sentiment to life insurance? May we not truly say that it is a system that has swept into history with a rush of beneficence which eighteen centuries to come will not exhaust?

Four minutes left! I am reminded of my school days, when our old professor of elocution used to give us extemporaneous stunts, and they were the real thing, I assure you. He would announce the subject and then call upon some one in the class to wax eloquent without a moment's previous thought or preparation. I feel now as I did then, when the old professor one day said, "Subject, Immortality of the Soul. Time to discuss it, two minutes. Vrooman, stand up and give us your views." [Applause.]

Giving my views now, Mr. President, I firmly believe that the beneficence of life insurance consists in protection to family and self. If self-protection is really the first law of nature, and commercialism means the adoption of business methods to obtain the greatest results, then the subject to which I am assigned is a truism beyond the pale of argument. A man's self does not comprehend merely his own personal, moral or financial being. It takes in all that is near and dear to his being and dependent upon him. It includes the father, mother, wife and children, providing for the maintenance of the old and the education of the young.

Life insurance is a safe on which there is a time-lock that opens at the call of necessity. It has attracted the highest commercial genius of the age. Our business needs no defense. Its results in every community are its best encomium, and out of its great common fund real beneficence is extracted.

We heard yesterday and again today that our business should be built up as some said upon a foundation of competition; others said upon a foundation of co-operation; others said upon a foundation of concentration; and still others upon a foundation of combination. We may build upon a foundation of any or all of these, provided we build honestly and honorably. In this connection do not forget that the commercial side of any business is built on a foundation of dollars, but the beneficent side is built on a foundation of love.

In other words, my friends, we are engaged in a business which consists in the plain, practical, everyday helping of others. It combines the charity of affluence with the charity of affection and this is true commercial-

ized beneficence, the highest type of life insurance. Building up this kind of business has been well expressed by President Roosevelt, and I quote his words recently spoken that "Life insurance has a great tendency for the promotion of thrift and providence," and that it "puts a premium upon those habits of thrift and saving which are so essential to the people as a body."

Mr. President and Fellow Delegates: Is it not of value in referring to thrift and saving in life insurance to recall with pride that for a quarter of a century past no well established life insurance company has failed, nor has any legitimate claimant under a legitimate life policy been unable to collect its proceeds. We can further state with pride that in no other gigantic business in the world, banking, commercial or industrial, has there been so few defalcations as in the business of life insurance. [Applause.]

Such is our work. It brings happiness and builds up prosperity. Hundreds of millions of dollars are annually distributed among thousands of communities as the result of our labors. Moreover, it banishes destitution in every community. Be not forgetful to impress home the fact that it invades and decreases the number of charities to be maintained by taxation. Again, it creates fraternity and sympathy among men; it prevents decay of the family, and at the end, when the fitful form of life has taken the individual to that bourne to which nature assigns us all, it robs death of much of its sting and the grave of much of its victory.

Mr. President, there have been many beneficences in the commercial world. There will be many more, but the greatest of all is life insurance.

My five minutes are exhausted. In this brief time, I have endeavored hastily but imperfectly to sketch a few suggestions referring to our calling. Fellow delegates, do you believe in making a profession of this highest type of commercialized beneficence? If you do, then work for it; defend it; honor it. This not only calls for the best efforts of a commercial gentleman, but I say, and without apology, that better and broader, higher and nobler, it calls for the best efforts of a Christian gentleman. [Applause.]

Mr. Stephen F. Woodman, Boston Mass.—Whether the committee on topics has been exactly accurate or exact in the use of terms is immaterial, since there have come forward to discuss the topics such an array of distinguished orators as we have had the pleasure of listening to at this time.



I rise more particularly to say, however, that there is a gentleman in this room who should have been here yesterday, but who was belated. He is a gentleman of veracity and he told me he was loaded on Topic No. 2, and I should like to have the gentleman given an opportunity to dis-

charge himself at this time. I refer to Major F. A. Kendall of Cleveland. [Applause.]

President Dolph—I would ask Major Kendall to come to the platform, and while he does so I desire to remark parenthetically that the secretary informs me that there are 240 delegates in the room at the present time. This does not include the members of the press. And it occurs to me that it is important that the chairman of each delegation should see that each member of his delegation is recorded with the secretary.

Major Kendall.—That was pure bluff that I was putting up on Woodman. [Laughter.] The show was over; the procession had passed; the tents had been pulled down, and I thought I was on safe ground. [Laughter.] So I said, "Woodman, I had prepared the speech of my life." Now, gentlemen, I hold in my hand my notes (referring to a cigar which he had been smoking.) [Laughter and applause.]

This reminds me of the time when I ran for the board of education in Cleveland and went out into the outskirts. Since I have been sitting here and heard these three orators, these boys of fifteen, who are jerked out to settle the great questions of the world in three minutes—and do it well—I have been perfectly paralyzed, and if I had been sitting on an end seat and known what was

coming, I should have slid out and escaped from this dilemma. [Laughter.]

Perhaps as you have had considerable of the serious and solemn and of the "midnight owl" here, a minute or two of talk in a lighter vein may well occupy part of the time. I have just come from the mountains, where I have been, as you see by the appearance of my hands, rowing and fishing and hunting and sawing wood and other things, for the sake of reducing my weight and prolonging my life. [Applause.] I would not miss this for the world. You have a topic here relative to associations. I want to tell you, gentlemen, that



I have looked forward with pleasure to coming for the sixteenth time down here to Hartford to meet and take by the hand the old war-horses and the old guard who were at the birth of this association in Boston in 1890. [Applause.] I used to figure on the books that I was growing older, but I tell you, gentlemen, I am getting pretty near seventy years young, and nothing gives me more cheer and more happiness and more delight than to come to these associations, and I assure you as long as I can get here, even if I have to use crutches, and there is money in my pocket to pay railroad fare, I will be here. [Applause.]

Now, my subject is what? [Laughter.] Woodman honored me by writing me a letter, and said: "The discussions, you know, have been so desultory we thought we would give notice ahead, so that you could prepare yourself and entertain the association." Well, I received the letter and I have come, but I have prepared nothing to say to you. I have no notes, but I have one or two thoughts in my mind.

I want to say to you the three chiefest joys of my life are, to meet with my local association; and although as I said I am nearly seventy years young I delight to be at their monthly meetings and commune with the last of the Mohicans, my friend Olmsted, who and myself are

the sole survivors of the men who organized the Cleveland association. Next to meet my brother officers, my brother agents in my company once in three months. I look forward to that with delight and joy. And most of all to meet with the National Association of Life Underwriters and the old guard here. I love to come down here and take a cup with Uncle Eli, and I was going to say with Plummer, but Plummer doesn't drink. [Laughter.]

Now, gentlemen, I don't suppose there is a man in the business who is having more fun out of it than I am. [Laughter and applause.] Woodman didn't know anything about my business or whether I had ten thousand dollars or half a million of premiums on my books, but he sent me up to tell you about the requisites of the successful insurance agent. He presumed, because I suppose I always have a cheerful mien and am always about and always show up, although I wear no epanettes and hold no office in this association, but am merely a private in the rear rank, yet I must have got along tolerably well in order to be on hand at every convention. Oh, gentlemen, I love this body. I am glad to see its increasing numbers. There is no use my talking to you about the requirements of the successful insurance agent, because the successful insurance agent is here. The successful insurance agents are always here. The unsuccessful ones are the ones who stay at home and cannot afford it. [Laughter.]

I used to think you could make an insurance agent out of almost anything. As Brother Scovel put it, that if you shoved in the chemicals and iron and the other stuff, that you could bring out pig iron. I have concluded we cannot do it. I believe that an insurance agent is born—the successful one. He has the traits to make a successful agent. Now I won't boast of my own success. It is difficult for a man to tell you the requirements for a successful agent, because each one of you who is successful has your own method, and it would have to be an experience meeting, and you would have to pass each man around, and each would have a different story. Whatever I may say to you must be my own experience. Now, the reason I say that some people are adapted specially for this business is this: As you know I am an

old veteran, an old soldier. There are 500 officers of the army on the retired list. In my association with the insurance business I have become associated with the Army Mutual Aid, and am called on sometimes for advice. Scores have written to me and said, "Colonel, how do you do it? I would like to be an insurance agent." "Why," I said, "Why aren't you? Why don't you go to work, if you feel the harvest is ripe and all you need to do is to come in and reap?" Have you ever seen a man on the floor of this convention in the sixteen years who has written "United States Army" behind his name? No. Therefore I conclude they are deficient in something or the Lord has blessed me in certain things they are shy.

Now, I was nearly fifty before I ever earned a dollar in this business. I remember the first commission I got of one hundred dollars and carried it home. It was a new sensation to me to be able to earn the money. I have followed it for twenty years and with varying success. I took a little company, you know, that nobody knew anything about; fourteen years in business, and yet no business in the town. Today the men in that town do not know the names of the officers of their company. There are lots of them who don't know the name of the company they are insured in. It is my company. [Applause.] Now, I want to tell you gentlemen, the man who makes a selection of a company wants to stay by it and be true to it. I have been tempted with a great many offers to leave and go with other companies. Let me go into your town and inquire about your company, and I will tell you what kind of an agent you are. You make your company, and the people at home know my company by me. They don't know anything else about it; and there isn't one in ten knows anything about the assets of the company, whether they have got ten million or seven million, and therefore it is up to you to make your company and its place. [Applause.]

Success is a matter of degree. I want to say that occupying the territory I do, had I been the representative of certain companies there my services would have been declined with thanks five or ten years ago, and I should have been retired to the rear and pronounced a failure as not filling the bill and not producing the amount re-

quired. In my own company they are apparently satisfied. In some other companies they would be gratified. Therefore, what do you mean by success? Is it merely the volume of premiums you have on your books? Is it merely the applications that you get? No. The success of the insurance agent in my judgment is a combination of both. It is the beneficent and the commercial. Now I have not worked very hard [laughter]; I have never humped my back for any company, but if a man has got the tact, has got a nose for the business, has got good common sense and will look ahead, he will make his place; he will win it. And it is up to you to study yourselves and see wherein you are lacking. Why is this one successful and another not? I want to tell you, gentlemen, you young men who are in this business, if you become merely money grubbers, get into your hole and stay there and live nobody knows where, nobody knows who you are or what you are, you will never be a successful insurance agent. You must be benevolent. Your hand must be in every good thing. I delight in having my name upon the benevolent institutions of Cleveland and giving all I can to them. That widens my acquaintance, and the people know me. The hospitals and the charitable institutions that it is my pleasure to give to have done much to help me to be regarded as a fairly respectable citizen in the city in which I live. Now, just making that statement means a whole lot. You know what it means. When you go home if you are being badgered and are doing a fair amount of work and you cannot fill the bill, get out and get into a company that is just big enough for you. The great trouble is that fellows get into companies that are too big for them. [Laughter.] Fortunately for me I did not. My little company had forty million dollars of business in force and ten million dollars of assets, and therefore I have got a fairly good standing. I have got a fairly good standing with my rivals too. No dirty work is done around my place. They will all tell you so, and when I was nominated by the City of Cleveland for the school board, I was gratified one morning to pick up our daily paper and find a recommendation to the citizens of Cleveland signed by every general agent of life insurance companies in that city. [Applause.] It was the most gratify-

ing endorsement that I had. The municipal association endorsed me, and other good men. Now, you get next to good people. [Applause.] That's right. Be a good man yourself. Open your pocketbook. Be generous as your means will allow and you will take your own place and you will elevate your own company, and you will be respected. And whenever people talk about you or inquire about you, whether it be in Europe or the South or California, and say "Do you know John Jones?" they will reply "Know him! Well, I guess we do." [Applause.]

President Dolph—Ladies and Gentlemen: We always expect good things to come from Iowa. She has the Iowa reserve law, and the Iowa idea. She has no end of fertile farms, which produce remarkable crops. She has more banks and banking institutions than any other state in the Union.

The capital city of Des Moines has more good insurance companies than any other western city. In fact the insurance companies form a large part of its business life. It is frequently referred to as the Hartford of the West. It is well, therefore, meeting as we do in the original Hartford, the seat of so many splendid companies, that the new Hartford growing out of the West should be represented by an official of one of its home companies.

This gentleman has a world-wide experience in life insurance, having been connected with one of our great companies, in not only different sections of this country but also abroad. He is imbued with the western spirit, and sees in the extensive western domain wonderful possibilities in life insurance. He conducted a successful agency school in connection with his work, that has attracted wide attention. He is now connected with one of the progressive Iowa companies and is in charge of its field operations.

He is a dynamo of energy, and infuses his men with his enterprising spirit. Permit me, my friends, to introduce Mr. Elmer Diggins of Des Moines, Iowa, general agency manager of the Central Life Assurance Society, who will present a paper on "The Value of Correspondence Lessons in Reaching and Training New Life Insurance Material." [Applause.]

Mr. Dwiggins—Mr. President, Ladies and Gentlemen of the Convention: Your president has referred to the manner in which I have been buffeted about the world



more or less, but I hope my faith has not been quite so dreary and unpleasant as the fellow townsman of your worthy president who often assured me that he had been going continually from bad to worse, and finally from worse he went to Cincinnati. [Laughter.]

I began my life insurance career a very long ways from Hartford and you cannot imagine how far I have traveled, how many continents I have crossed, how many times I have crossed the ocean in order to reach this grand center of insurance affairs. I have been a long time at it, and now I am here I want to assure you before we go into my address that I am very happy to be here. I was interested in insurance work in the Argentine Republic, down in that country where the Fourth of July comes in the middle of winter, and Christmas comes around as the roses are blooming and everything is lovely, in the early part of summer. Getting my start from there I have been traveling around the world with Hartford as a center, going to France and to London and to Des Moines, and today, after so many years of travel, I am glad, as I say, to be at the very center of insurance things and have the risks and indemnifications around. [Laughter.]

I remember very well the very first time in my life, as a young boy, that I ever heard of the City of Hartford. I remember the date because it was on my eighth birthday and it was also on the day of the great Chicago fire. My family was living at that time in a town not far from Chicago, and we were near enough so that we could see the heavens reddened with the great conflagration going on in Chicago. I was frightened at the reports I heard of it and at what we could see of it and I went to my father and said "Is there any danger to our house?" And he said "No son. Have no fear." And he took me

to the front of our house and pointed me out a tin sign on the front of our house which read "Insured in the Phoenix of Hartford." [Laughter.]

So as a child I was comfortable and as a man I am delighted with Hartford. [Laughter.] I also remember in my schoolboy days when I became the proud possessor of the first blotting pad that I ever owned, I saw the picture of that Phoenix that was on the blotter and I asked my teacher what that meant about the bird rising in the flames; and the teacher explained to me that the Phoenix was that peculiar kind of a bird that was burnt up every day and then rose full fledged from the flames. [Laughter.] My teacher was a person I always looked up to with a great deal of reverence. He was a truthful man, and in the interests of his memory, his character for veracity, I want to say today to the entertainment committee that if that good bird is still here in Hartford and still giving continuous performances of rising from the flames I want to be taken to see that bird. [Laughter.]

While I was living down in the Argentine Republic a long way off from all the benefits of civilization, bringing up my family without the benefits of our great institutions here in the United States, the institution of free schools and all that sort of thing, while I was depriving my family of what they had a right to expect as American born citizens, in order to carry on my own commercial affairs in the Argentine, I received a letter from one of my good friends in the United States, who was living under the influence of civilization and the highest culture. He thought he would be very nice and kind to me and my family, and so he wrote me that to compensate for all that I was losing, and for all that I was depriving my family of he was sending me a present and it would soon arrive in the shape of a box. When it arrived after its long trip, and we brought it home, the family all stood around while I opened it, with great expectations, and when we opened it there was a case of bottles, and when I took one and held it up to the light and saw that my friend had sent to me a case of Heublein cocktails I realized once more that Hartford was a great and widely known city. [Laughter.]

There is a very great magnetic attraction in Hartford

to life insurance men. Now, just to prove that to you, I met Mr. John B. Lunger who addressed you so well yesterday, I met him first in the Argentine Republic; and he like myself, went to Europe and back to New York, and finally came to Hartford. This is the center, and I am very glad I am here; but the whirl of things in insurance lines and the dizziness of being at the very center of things seems to rattle me a little bit, and I trust you will bear with me if I am not quite connected this morning. However, I will proceed now to ask your attention for a short time to "The Value of Correspondence Lessons in Reaching and Training New Life Insurance Material."

Like the output of gold and precious stones, the annual discovery of new, successful life insurance agents is restricted. They must be constantly sought and diligently dug for in out-of-the-way places, and when found, must be polished or refined by expensive processes. The difficulty of finding them and the expense of their development, guarantee their permanent high value.

It is chemically impossible to transmute any other metal into gold or to manufacture genuine diamonds from any form of carbon. Happily, however, it is not impossible to transmute good salesmen in any walk of life into successful insurance salesmen, and if the supply is to keep pace in any adequate manner with the enormous demand for good insurance solicitors, we can no longer rely on the annual output of "born" life salesmen, but must seek to transmute teachers, commercial travelers, bankers and other lower forms of business men into the pure gold of life insurance producers!

The student of business activities in different parts of the world must be struck above all things in the United States with the very wide-spread development and general success of the life insurance idea. In other countries life insurance is purchased only by those who have especial need for it on account of being in debt or largely extended in business, or having an unfavorable family history, or being unusually well able to pay for it. In our own country life insurance is acknowledged without argument, and as a matter of course, as a general necessity by every young business man. His duty to his family, next after a roof over their heads, is protection against loss of his income. Every year insurance is be-

ing bought more and more freely, too, by the laboring man and by the farmer. With all the hasty newspaper criticism we hear of it today, it is nevertheless the one institution of which, as a nation, we are the most proud, and with which as individuals, we are best satisfied. As a people we are divided in politics, apathetic and segregated in religion, but practically unanimous for some form of life insurance protection.

The amount of life insurance in force in our country has doubled within the past eight years and it also doubled in the ten years before that. Without stopping to apologize to legislative committees, I am going to hazard a prophecy that it will double again within the next six years. At the present time the amount of life insurance of all kinds carried in the United States is equal to \$1,000 for every fourth person in our eighty millions of population. When we stop to reflect that tens of thousands of our citizens carry life insurance to the extent of \$50,000 to \$100,000 each, why should not the time come, and come soon when there will be carried \$1,000 of insurance for every second person and finally for every individual of our population?

In order to reach this ideal condition of society, it is not necessary that insurance should be written on the lives of women and children, but written on the lives of husbands or fathers for their benefit. If our population increases no further, we shall still have twice the present amount of insurance in force, or forty million dollars, when \$1,000 is carried for every second individual, and that ought to happen I think within the next six years. Further still, we shall have eighty billion dollars of insurance in force when \$1,000 is carried for the benefit of every American that breathes. What a millennium of thriftiness that would represent in a free and self-sustaining government! What a bulwark of personal economies! What a strengthening of individual credits! What a lightening of public burdens in caring for the needy and what an emptying of poorhouses and homes for the aged!

But how is this enormous increase in life insurance to be secured? In other lines of production an immense increase in the output has usually been made possible only by the invention of some machinery or appliance which

would supplant and augment the methods previously in use.

I recently made a trip into the Dakotas, and after the green cornfields of my home state I was surprised to see there the miles upon miles of yellow small grain. Each individual farmer planted a square mile of it and county after county was treated in the same way, until I became lost in a vast ocean of grain! Harvest excursions were being run and train-load after train-load of farm laborers from other states were coming in, merely to shock and stack the sheaves. What armies of men would have been needed had it been necessary to cradle and bind this grain by hand. It is not long since the cultivation of twenty or thirty acres of wheat by each farmer in Indiana, Ohio or Michigan, was considered a good year's work. What has made possible the cultivation of such enormous areas which only a few years ago lay absolutely waste? The invention of the twine binder and the perfection of the threshing machine have made the enormous crops of Minnesota, the Dakotas and Manitoba possible.

But in our business, alas! we have no twine binder and no perfected automatic separator. All life insurance straw must still be threshed out with the old-fashioned, wooden flail on the barn floor. The waste labor of pounding mountains of straw where there is no wheat, and of winnowing out the grain from an enormous amount of chaff, cannot be dispensed with. In our field all the labor must still be done by hand, and if we expect to cultivate innumerable new acres, this will require an enormous number of new field workers.

If you will travel with me from the grainfields of South Dakota to the Homestake Mine in the Black Hills of the same state, you will see another striking example of labor-saving contrivances, this time in gold mining. The Homestake Mine is working with a 120-stamp mill on an enormous amount of low grade gold ore. If the old-fashioned miner were to pulverize two pounds of this ore and wash it out in his pan, he might not find a single speck of gold in the entire operation. Two thousand pounds of ore produce but a quarter of an ounce of gold, and yet it is possible with perfected crushing, stamping and concentrating machinery to work this entire moun-

tainside at a profit. In the life insurance mines, however, we are still bending our backs over every panful of gravel, patiently washing out the sand, discarding the rocks, throwing out the pebbles and carefully working the whole residue down to a few welcome specks of yellow metal in the bottom of the pan. And sometimes how many pansful without even a color of gold! No machinery has been invented to do this work. It would be welcomed if it were possible.

While I freely admit that the methods of selling and soliciting life insurance have vastly improved and are constantly improving, still I ask you if any short method has been discovered of distributing it to purchasers without employing personal solicitation. Every successful agent in the course of every difficult policy sold must be successively a stamp mill and a twine binder and an automatic "signer on the dotted line." But where is the machine that will take the place of a hundred or a thousand agents and automatically induce the wily business men by regiments or by city blocks to put down their signatures? Are there any legitimate life insurance short cuts? Is it possible to administer its benefits in capsules or in tablets "that work while you sleep" and to supply these to the four corners of the country through the mail order and department houses?

I think you will agree with me that the old machinery has not been greatly improved in the last fifty years; that it is still necessary to find your customer in an attentive state of mind, to talk to him alone in a quiet place, to suggest with deft but precise touches the benefits to himself and his family, and then gently to indicate the dotted line, put the pen confidently in his hand and give him minute instructions as to just how his name should be signed.

Whenever this can be done by machinery or by the most gifted agent to a half-dozen prospects at once, or done at all, by the average inexperienced, untactful person, then we shall see life insurance doubling in a single year. But until such a time arrives, all rapid increases in the business must be hampered by the small available supply of material for making successful solicitors.

The unremitting task of the superintendent of agents, the manager or the general agent, is the daily search for

new life insurance material. He seeks new material, not only because he needs more agents, but because the new agents are, as a rule, the least expensive and most profitable to him. Moreover, if he only hopes to keep even, the successful manager must continually employ new material to compensate for the loss of good agents who are promoted and employed higher up; for the loss of mediocre agents who fail and quit the business, and alas! also for the loss of bad agents who become "rounders" and employ their highly magnetic gray matter and all their wily blandishments upon the manager himself instead of upon the insuring public.

It is doubtless encouraging to the men who do the really hard work in life insurance to reflect that there is no likelihood of their being supplanted by any patented process or expensive but automatic machine. Attempts have been made by geniuses in the soap and cigar line to sell life insurance by means of cheap premiums offered for an early signature or alluring rewards for "saving the labels." They have all failed and will continue to fail. The trading stamp idea will not take when applied to life insurance. It is comfortably reassuring to the real worker to note that those companies which have made the most of the agent, contracted him with more fairness, treated him with more appreciation and cultivated him with more genuine confidence, have been the companies that have succeeded. Attempts have been made from time to time to cut out the agent by offering insurance direct at lower premiums or with what amounted to a rebate of part of the commission if bought without an agent. These companies have found, however, that it is impossible for them to do even a rebated business without the able assistance of the agent!

Several years ago it became apparent to the managers of many life insurance companies that some systematic method of reaching and educating new life insurance material ought to be undertaken. Within the past four years several notable methods of attracting and educating the life insurance agent have been tried all with such a degree of success that it is worth our while to consider them in detail.

The credit for the first systematic educational work undertaken within a company belongs to the agency vice-

president of the Equitable of New York, Mr. Gage E. Tarbell. In July, 1902, he instituted the Equitable Summer School of Life Assurance for College Graduates, under the auspices of his company at the home offices in New York City. Three sessions of this school have been held in the summers of 1902, 1903 and 1904, and college graduates from all parts of the United States have attended them. The entire month of July was devoted to lectures by officers of the company, addresses by successful general agents, practical talks by the best solicitors, question boxes, and the actual work of canvassing. The candidates were usually recommended by the presidents of their respective colleges or universities. After their arrival in New York City, they were entertained at the expense of the school, and at the end of the session all students who gave good promise, were found employment as solicitors in the various general agencies of the company. Fully four hundred students have taken this course and have been given an opportunity to work in any part of the field they chose.

This plan has undoubtedly been a great success, both by calling the attention of college graduates the world over to life insurance as a career, and by the actual instruction imparted to those who attended the school. I understand that the results obtained have fully justified the expense and that the plan will be continued. At the very beginning, one obstacle to success was recognized and all efforts were taken to guard against it. These college graduates were, as a class, young men without practical experience. In many instances they were unused to hard work or persistent effort of any kind. Every attempt, therefore, was made to select the older men and especially the men who had by their own efforts worked their way through college; thus attaining some business experience and some ballast of character. Results have shown that about half the graduates of this school remain in the work of life insurance, the other half dropping out because of their youth and inexperience.

The invitation to spend a month in New York City at the expense of a great insurance company has a tendency to attract some college graduates who, having nothing to do at the moment, look at the matter in the light of a pleasant and agreeable trip to the metropolis. Over-gen-

erosity on the part of the company would, of course, defeat the end for which the school was organized. Writing life insurance is hard work, and when any of the methods used to attract material to the business indicate ease and luxury or become in themselves seductive, they are likely to deceive the student. Possibly equally good results would be obtained if the entertainment of the student were wholly or largely at his own expense, or were at least charged against his future production. The item of expense in this plan is a large one. The transportation of the student to the home office which must be borne by the student himself is often excessive and sometimes prohibitive.

The Mutual Life of New York adopted the plan of sending insurance lecturers to various colleges and universities to address the students of all classes on the question of life insurance and the agency business as a career. These lecturers have awakened interest in the subject at small expense to the company and have resulted in writing considerable business by securing the names of those interested and afterwards enlisting many graduates in life insurance work. As a method, however, it is indirect and merely suggestive, depending largely upon the personal magnetism of the lecturer for its success. It can hardly be defended as a complete and systematic plan for attracting and educating agents.

The first successful application of correspondence lessons to life insurance was accomplished by the American School of Insurance, an institution organized independent of any company, which has been patronized individually by ambitious life insurance agents employed in many different companies. It is now patronized in a more or less wholesale fashion by several of the newer companies, who urge all their agents to take the course, often at the company's expense. Many agents who have taken these lessons testify warmly to their benefits. The material contained in the lessons has been gathered from widely different sources, largely from the personal experience of successful canvassers. The lessons are well edited by Mr. Joseph J. Devney, and the personal instruction and confidential advice which he gives to the various students in the conduct of their correspondence, is of especial benefit. This course is undoubtedly of the

greatest value to the agent who has already entered life work and has some experience in salesmanship. It teaches him better methods; supplies him with telling arguments and fits him to become a more successful canvasser. The course is not largely designed to interest new material in the life insurance work nor to initiate this new material into the rudiments of the business.

While the value of this school is important, and I prefer to applaud rather than to criticise every effort for the education and development of the agent, yet we must remember that it is almost impossible for any outside institution working alone to develop thoroughly what the average life insurance company needs. In educating its men the average life insurance company desires to produce; first, a successful solicitor; and second, an ardent and loyal representative of the company itself. The American School can do much to develop the successful solicitor, but it cannot possibly do what is necessary in producing the ardent and loyal representative. The company itself, in all its literature, in all the utterances of its officers and in its daily contact with the agents, must cultivate in them the strong belief—the positive confidence that their policies are the best; their company the most wisely managed, and their officers the most brilliant and appreciative of any in the field.

A number of the universities have prepared special courses in life insurance, and in some cases have even endowed special chairs for this instruction. The universities of Wisconsin and Michigan at Madison and Ann Arbor have done some notable work in this line. However, their instruction is largely either appreciative or actuarial, and fits the student either to be a buyer of life insurance or a maker of it. The practical instruction of salesmen is very hard to accomplish in a university. If there could be laboratory work on actual prospects, or clinical work in operating on a stubborn case now and then; or if typical business men would present themselves for dissection and objective study of their symptoms, this university work would be more beneficial.

The superintendent of agents at the home office or the general agent in his individual field, each desires to secure as complete and thorough an organization as possible throughout the territory covered. They are not

satisfied with having agents only in the large cities. They desire a fine-toothed organization which will comb through all the towns and hamlets, and thus reach every individual merchant, artisan or farmer. The problem, therefore, is to offer a course of instruction susceptible of reaching every candidate, wherever he happens to be, without any expense whatever to him and with very small expense to the company. Plans of this sort proceed upon these two conclusions:

First. Any system which operates outside the company and independent of it cannot do the work effectively enough or cheaply enough. Its cost to the candidate will defeat its acceptance by those only feebly interested.

Second. Any plan which contemplates the transportation of the candidate is too expensive and excludes many candidates who would like to take up life assurance as a side-line, but cannot afford to leave their other employment, at least in the beginning.

Men of the largest experience in attracting new life insurance material assure us that it is oftenest found in the most unexpected places, and that it is above all essential to develop it wherever it happens to be. Many of the most successful agents now canvassing are those who have made an abject failure of other lines of business, and have entered the insurance work by being forced into it under the stress of circumstances. I am glad of the fact that I was starved into the business as I have been fattening on it ever since!

While very few people ever make a great success of life insurance as a side-line, still a large majority of people commence it in that way, and if they develop the essentials for making a success in soliciting, they drop their other affairs after having made the experiment and follow life insurance exclusively. Let it be easy for them to make the experiment

In the spring of 1904 I was manager for the Equitable Life Assurance Society in a large part of the state of Iowa. My agency was growing and successful. Yet I desired to enlist a large number of local agents in the small towns throughout my territory. For several months I talked with my cashier of the advisability of adapting the correspondence idea of instruction to the

life insurance work. The considerations mentioned above were carefully weighed, and the more we studied the idea, the more it seemed to be a practical one.

Finally, in May, 1904, I decided to undertake the work, and announced through notable advertisements in the newspapers throughout my field, that I had originated the Equitable Correspondence School of Life Assurance, which would offer a course of twelve lessons in the rudiments of life insurance and the best methods of selling it, absolutely free to all those within my field who were interested in taking up this work. My announcements contained a coupon at the corner of the advertisement, to be filled in by those who desired the course free. It was only necessary to state the age and present occupation in the coupon, and upon receipt of this I mailed the first lesson accompanied by one of the booklets issued by the company and three test questions. Upon receipt of these questions correctly answered, my stenographer would mail the second lesson, and so on, lessons were supplied continuously as fast as correct answers had been received.

Within less than a year nearly one thousand persons had signified their desire to take this course. It goes without saying that many of them never completed the course, and that many of them were already in the employ of other companies, which they never left. I did not strive to keep out these agents of other companies provided they were located within my field, since all I had to say was in favor of life insurance as an avocation, my agency as the most successful and energetic and my company as the best to represent. However, I did secure a vast number of new men, and the lessons were very helpful and instructive to my old agents. Lessons were widely requested by life insurance people and others outside my field, and were freely furnished to all such upon payment of the bare cost of postage and mailing.

It was my aim to make the lessons brief, attractive, easy to read and the answers to the questions few in number and usually framed simply as a test of whether the lesson and the accompanying booklet had been carefully read by the student. In addition to offering this course free by advertisement I circularized the bank cashiers,

school principals, county superintendents and other lists apt to furnish available material.

After these lessons had been prepared and the course widely announced, I realized the following benefits from the enterprise:

First. I created a widespread feeling throughout the state of Iowa that my agency was an up-to-date, successful body, and that it was both creditable and profitable to belong to it.

Second. That anyone who thought of entering the life insurance field could get an easier and quicker start in my agency, with better chances of success than in the agencies of any other company.

Third. The agents who did enlist with me were given as rapidly as possible in these lessons, a brief history of our company, the superior advantages of its policy contracts, the most successful methods of soliciting and a thorough understanding of the exact privileges and benefits of the policies offered.

It is a very great thing to be the first to secure the attention of those who are thinking of entering life insurance work, and to convince them that they can enter it most easily and successfully through your agency. It is also immensely important to have every agent in your force well posted about your company. Moreover, if you have a system which will convince those who have not previously thought of taking up life insurance work, that they can probably make a success of it, you have gone a long way toward the successful contrivance of a machine that will manufacture life insurance agents.

Before a year had passed fully five hundred candidates had taken my correspondence course, including those I already had enrolled as agents. I secured a great many country bankers who wrote some business themselves and were very valuable as helpers to special agents working jointly with them.

Some idea of the direct advantages secured will be gathered from the fact that in the year 1904 my agency wrote \$3,902,000 of business in a field which had previously yielded but one-tenth that amount. This was secured by 160 different agents working in fifty-six counties and writing 2,760 different policies. I have at hand the record for the early months of the year 1905, showing

the number of new agents actually producing business, secured in each month and the total number of agents participating in each month's business. In January, 1905, I secured 16 new producing agents and the business for that month was written by a total of 72 agents. In February I secured 25 new producing agents and the total of the month was written by 75 agents. In March I secured 32 new producing agents and the total business was written by 84 agents. In April I secured 14 new producing agents and the total was written by 63 different agents.

It may be of further interest to know the general plan followed in the preparation of these lessons and their titles. Each lesson was designed to be accompanied by one piece of the literature already prepared by my company. The lesson was sent accompanied by this booklet, and the questions were so designed that it was necessary to read both the lesson and the booklet in order to give the answers. Thus I carried my agents systematically through my own lessons and through the principal literature issued by my company. Each paragraph of the lesson carried a sidehead, epitomizing the thought of the paragraph and making the subject matter a little more interesting and a little easier to read. The lessons were all copyrighted, and I never allowed other companies or other agents to copy them, but furnished the original lessons to such as were willing to pay the postage for them.

The subject of the eight lessons which had been prepared up to the time of my resignation as manager of the Equitable were as follows:

First Lesson. "Mutuality the Secret of American Supremacy in Life Insurance"; with a brief history of the rise of the great American companies.

Second Lesson. "How to Interest a Prospective Client in Life Assurance"; teaching directness of method, confidence in the goods sold and novelty in the manner of presentation.

Third Lesson. "Privileges Before Maturity Under Guaranteed Cash Value Policies." This was accompanied by a specimen policy with explanations and test questions on loans, cash surrenders and extended insurance.

Fourth Lesson. "The Essential Differences Between

Endowment, Limited Payment and Ordinary Life Policies"; stating the principle that large protection means a relatively small cash return, and, conversely, the largest cash return arises from policies giving low protection.

Fifth Lesson. "Life Assurance as an Investment"; with special consideration of the endowment bond.

Sixth Lesson. "Five Per cent. Gold Bonds"; being a comparison with British consols and American government bonds.

Seventh Lesson. "How to Manage a Life Insurance Interview"; enunciating the following general rule: "So manage the conversation that you never let your client say no, and never wait for him to say yes."

Eighth Lesson. "An Interview on Continuous Installment Policies"; being a dialogue between an up-to-date agent and an eminent lawyer, who thought he already had sufficient life insurance.

The further lessons planned were to have treated superficially and popularly of reserves, surplus, dividends and economy and system in the use of the agent's time.

A course of instruction of this sort established at the home office of any of our companies and offered free of expense to all agents in the United States could be highly effective and wonderfully successful in organizing and augmenting its agency force. The lessons should be prepared by the various departments under the supervision of the agency department, and care should be taken that actuarial subjects should be treated in a brief, clear and rather superficial manner. Each lesson ought not to be longer than four quarto pages, and the whole subject matter could be treated in twelve to fifteen lessons. When these are once prepared the course can be offered free to each candidate at an expense to the company of not more than fifty cents. This will cover cost of postage and the time of a stenographer to carry on the routine work of keeping track of the various pupils and forwarding succeeding lessons as rapidly as correct answers are received. Of course, someone well posted in the agency department will have to undertake the special correspondence with students as many individual questions come up that must be answered by letter and cannot be covered by the course itself. I am confi-

dent that this course can be offered and furnished to 1,000 different candidates throughout the United States at an expense of less than \$500. The course itself forms a convincing and cumulative argument in favor of the company, which can, therefore, afford to furnish it even to the agents of other companies if requested, or to those who have, to begin with, but a very slight interest in the subject.

The value of such a course as an educator on the special policies and practices of the company is easy to see. The lessons can make a strong plea for annual or deferred dividends, return premium or investment contracts, as the company may desire. They can explain and emphasize those policies which the home office most wishes to push and they furnish an especially convenient manner of introducing and starting any new policy the company may be just putting out.

Now, do not misunderstand me as advocating this correspondence course as a complete means of making a life insurance man. Of course you and I both know that the only way to make a life insurance man is by personal contact with some other life insurance man. The only way you can develop an agent really and thoroughly is to work with him and give him your ideas by word of mouth and to let him see how the business is done in the field. But I am agitating a system which shall make it easy to reach, interest and begin the development of the life insurance agent. In my own agency they always held agencies' conventions. We developed the material by every possible means after we had taken it.

In conclusion, let me reiterate that this plan reaches and fertilizes the prospective agents wherever they may be; it stimulates their interest in the business; furnishes them a working idea of the company's policies in a practical manner; and directs a large majority of the newly budding agency material into the hands of the company which offers such facilities. I confidently affirm that the company which first opens up this plan as a home office institution, announces it widely and develops it in a practical manner, will secure wide-spread prestige and an enormous benefit in every part of the country. It will assist its general agents by furnishing

them with fresh men. Such a company will be offering something more valuable than bonuses, prizes or extra commissions. It will have something with which to offset the extremely large commission offers which are frequently made by unwise managements. Finally, it will open its arms in an easy and a natural method to all new material with a welcome to engage in its work.

What company will make this inexpensive and very promising experiment?

At the conclusion of Mr. Dwiggins' address he was accorded a vote of thanks for his very able paper.

At 12:20 p. m. the morning session adjourned.

AFTERNOON SESSION.

The afternoon session of the convention was called to order at 2:40 by President Dolph.

Mr. A. W. Childs, Manchester, N. H.—As a delegate from New Hampshire I desire to announce the death last evening of Colonel John P. Linehan, insurance commissioner of New Hampshire. Colonel Linehan was a good friend of underwriters' associations and a good, loving man, and I move that a committee be appointed to pass suitable resolutions to be sent to his family.

The motion was carried.

President Dolph—I will announce the committee later with your permission.

We are highly favored in having with us this afternoon a man who has attained high rank in his chosen profession, and is an alert and active official of one of the most progressive and successful companies in the business.

He came from an old Boston family, and obtained his early education in that city. At an early age he yielded to the "wanderlust," broke home ties and went to sea. In spite of the fact that at the age of 16 he was made the mate of a ship, his yearning for knowledge conquered, he returned home, fitted for and entered the Harvard Medical School. About this time the Civil War broke out, and leaving his course unfinished he went to the front and served with distinction as a surgeon in the Union Army, enlisting as a private, returning as a staff officer.

At the close of the war he returned to college and obtained his degree. After graduating from the Harvard

Medical College he studied medicine in Vienna, Paris and other European centers, and then returned to the United States and settled in Cleveland, O., where he became a professor in the Cleveland Medical School, and later health officer of that city, incidentally acting as examiner for the company with which he has been identified for nearly thirty years, for many years at the head of its medical department.

The best evidence we have of his ability is the low mortality enjoyed by his company. He is a keen student of his business and is respected by all who know and love him. I know you gentlemen will extend a hearty welcome to the medical examiner of the John Hancock Mutual Life Insurance Company of Boston, Dr. Frank Wells. [Applause.]

Dr. Wells—Mr. President and Gentlemen: I beg you will consider that what I have to say to you this afternoon I alone am responsible for and not the company that I represent. And I desire also to apologize to my many friends of the press who have asked me for an advance copy of my manuscript in order that they might report it. I have been obliged to return the answer to them that I am not in the habit of writing out an address, whether rightly or wrongly, and must depend on the spur of the moment for what I say. Besides all this it cannot make very much difference what a medical director says on the subject of life insurance. The mat-



ters which are laid before you in the careful and thoughtful papers which have been presented here are of more practical interest to you gentlemen and the business, commercial and insurance world, than anything that the medical directors can say to you.

Mark Twain tells a story that many years ago he was at a husking bee in one of the western states in the latter part of November, when there had been a light fall of snow on the ground. He had a most delightful time. The girls were pretty; there were a great many red ears;

the supper was delicious; but he said unfortunately they served the cider out of a whiskey barrel from which they had forgotten to take the whiskey, and he said it was a wise Providence that sent another fall of snow to cover up his footsteps as he zigzagged home. [Laughter.] And I beg you gentlemen will throw the mantle of charity around the mental zigzag which the medical director may make this afternoon.

It certainly is a very great honor for me or for any other medical director, and certainly a great privilege to be able to appear before you, you who are the important factor—I won't say the most important factor—but an important factor—in this great business of life insurance. You are certainly the bones and sinews of the organization, without which no company can expect to succeed. The office sometimes seeks the man. The man very seldom if ever seeks insurance, unless its advantages are presented to him by you gentlemen who are acting as agents for the various life insurance companies.

There is no need for me to lay before you the character of the business in which you are engaged, but I beg you to consider, consider earnestly, consider truly, that it is one of the most magnificent, one of the most uplifting forms of business that a man can possibly be engaged in. Faith, hope and charity; the greatest of these is charity. And it is that work which you are doing today in presenting the policies of life insurance to those who are so widely scattered over the country. You who have put on the books of life insurance companies in the United States alone over twelve billion dollars in the way of policies. It needs patience. It needs perseverance. It needs a zeal and an intelligence which command the respect of every one. It is not everybody who is fitted for this business of life insurance. It takes a peculiar talent, a peculiar knack. I myself would be an awful failure at it. If I should go in and ask a man to take out a policy and he should say, "I do not want the policy," I should say, "You know what you want," and I should leave. How much of a success would I make? [Laughter.] So it is your patience, and when an agent says, "Doctor, I am persistent," I say, "Let me shake hands with you. I am a bit that way myself, and now let us see who has the pull."

This business is uplifting in the extreme. There are mistakes which are committed, mistakes which can be pardoned, which can be overlooked, but misdemeanors never. Now, to my mind the standard of life insurance reached its height about seven years ago, but due to the great competition which exists among the various companies, the pushing and the rushing and the forcing for business, there have been a number of things done which we will call mistakes, mistakes which have led to legislative investigation, which legislative investigations are hurtful to a certain degree to the whole business of life insurance, the public forgetting that as a whole life insurance companies are conducted in the interests of the public and to protect their rights.

The reason in my mind why these mistakes are committed by the agency force of the companies is a failure to recognize what is the proper and the paramount and the important factor in our business. I recognize that you are the men behind the gun, but I also recognize that there are those behind the men serving the gun whose interests must be considered. It is not you gentlemen, it is we officers of the company; but before you comes the applicant; before the applicant comes the company; and before the company comes the policyholder whose life must be protected in every way that is possible for us to do. Who has made the company? Who has made it possible for you to exist, for me as an officer to exist? It is not your money; it is not my money; it is the premiums paid by the policyholders who have a right and it is equity that they should expect as fair a return in the way of dividends as it is possible for the company to make. This is not only a life insurance business, but it has become a great financial enterprise, and certainly they all should expect, as they would from investments elsewhere, a fair return for the money invested.

Gentlemen, with this in your mind, think of what is going to remedy these mistakes. I say plainly, honesty. Honesty is the best policy. I am not preaching a sermon to you, but I say that while honesty in your mind is the best policy (and so it is) try to be honest for honesty's sake. Don't become a Jones. You don't know who Jones is? I will tell you. Jones is a poker player and

he always plays the game low down, and crooked. One day a neighbor, who had a long white beard, came home and the wife asked him where he had been; he said, "Playing poker with Jones." She said, "You are a dirty looking specimen; tobacco all down your beard, and whiskers dirty. Could you not have turned away your head to spit?" "Not with Jones," was the reply. [Laughter.]

Now, gentlemen, don't be a Jones. Let us, let the people, let the company at large, the policyholders and applicants so trust to your honesty that we can turn our heads away, knowing you are playing the game fairly and squarely. Don't try to deceive the medical department. There is where honesty pays. We ought to know you and know what you are doing. There comes in an application. Who has written it? Jones. I am suspicious of Jones, and I turn this risk down. On the contrary who else has written it? A man who has always acted honestly. A man who has always given to me the absolute facts in the case, consequently he is given the benefit of the doubt and the case is accepted. Then, too, agents try to make the worse appear the better risk. They will specially plead for a case, and I can assure you when an agent specially pleads for a case I look at that case very closely and very hard, expecting to find some flaws, and I almost always do. Gentlemen, don't try to bolster up a case by writing to the medical director, "This is a good Christian gentleman, a superintendent of the Sabbath School." I know the superintendents. I was one once myself. [Laughter.] And when you make an assertion make it of your own knowledge. Don't take anybody's hearsay. Write out what you know about this man. You write to me certain facts. I believe that you have investigated them. The facts turn out wrong, and then I find that you investigated it through somebody else, with somebody else's eyes, somebody else's judgment, and it is all wrong. It reminds me of a case which was before the courts in New Hampshire some time ago. The case depended upon the reputation of the deceased—a case of property. They brought one man up as a witness for the heirs and he was asked if he knew the reputation of Mr. Smith. He said he did. "What was it?" "Excellent." "Do you know anything

else about it?" "He was an example of all the Christian virtues." That seemed to settle it. The attorney on the other side said, "How well did you know Mr. Smith?" "Not very well." "Know him at all?" "No." "How do you know he was an example of all the Christian virtues?" "I read it on his tombstone." [Laughter.]

So, gentlemen, in a few words, this is from the standpoint of the medical director. You have no right to inflict a wrong upon the applicants for insurance, and the wrong which is so often inflicted upon them is when you know they have been previously rejected you cover up that fact and bring it in before another company, and there is another rejection. Every rejection which is piled up against an applicant makes it harder for him to secure insurance.

And then, too, there are often times of serving upon an applicant that form of policy which puts the most money into your pocket. Personally, I believe there should be a strict uniformity in commission, that there should be no difference whatsoever in the commissions which are given the agent for the different forms of policies. If a company wants to put a black mark against a certain form of policy it does not desire, cut it out. But in keeping that form of policy and all others, I believe it would run to the saving of a great many mistakes, of unloading upon a policyholder that which he has not applied for, if your commissions were uniform. Not one man out of twenty-five whom I examine knows what he is applying for. He only knows there is twenty years about it somewhere. He doesn't know whether it is endowment or twenty-payment life. You gentlemen know it, and it is that form usually, if you will excuse me, on which you get the most commission.

Now, gentlemen, what are the duties of a medical director? For whom are we working? The last person in the world is for ourselves. Whatever reputation we may have enjoyed, that has been earned, and that is a fixed fact whether for good or for evil. We are there to protect not the company but to protect the policyholder; and in protecting the policyholder who forms such an integral part of the company we are protecting your interests as well. Therefore it is very necessary for us to be very careful in scrutinizing the risks, in order that we

may save the mortality. The limit of mortality of actuaries has been put at half. Anything above that limit is a loss to the company. Anything that falls below it is a gain, and the more the gain the larger the surplus, the larger the dividends, which is a very important stock in trade with you in soliciting business. A unit, gentlemen, is a very small affair, and we hear it universally said in comparing ratios, "Oh, there is only a difference of one or half of one, between one and the other, and that does not count." But have you any conception of what a unit of mortality means? I will tell you our own experience. Last year in our industrial branch if we had had one more death in every hundred of our policyholders it would have represented a loss of \$2,339,000. Is not there every reason why we have to be careful? It is better to make investigations before than after your mortality has come. Now, criticism is brought against medical officers of the company for delaying your applications. There is great competition. "I am afraid of this company; I am afraid of that company. I have seen another agent going around there. If I don't get my policy I am afraid I shall lose it." That is the cry. Now, gentlemen, as an example of how necessary it is to be careful, I give you the experience of a company a short time ago where an application came to them from the West with that same plea from the agent, "Absolutely necessary that policy should be returned by the next mail." On the application all there was which attracted attention was that this applicant had received a "cut on the arm last year." The application was in January. That, coming from a section of the country where there was a great deal of lawlessness, led to an investigation, and the investigation showed that the cut in the arm was in December, caused by a fight with an Indian. The Indian was after the man's scalp and they wanted the policy before he should be scalped. [Laughter.] The policy was not issued, but the Indian got his scalp. Now, gentlemen, that is no fancy case; that is real, and there are hundreds and hundreds of them, showing how necessary it is to be very careful in our scrutiny of risks in order to save the mortality.

Again, it has always been a wonder to me that while you would not criticise the lawyer to whom you have

gone for legal advice, and, having been given it, say to him, "Mr. Lawyer, you don't know your business; I know it better than you"; when you go to the financial expert in regard to investments and securities and he tells you what his advice is, you don't turn around to him and say, "Mr. Financier, I think you are all wrong"; but there is a tendency to say to the medical department of life insurance companies, "We know more about medicine than you do; you are all wrong and we are all right." Gentlemen, we would like to take your advice on such matters, but plainly enough—and I think you can appreciate it—there is engendered a feeling which is nothing more than a natural suspicion of many risks that come in to us. We believe that you are straightforward honest men, and it has always been a pleasure to me that years ago before a committee of our Massachusetts legislature when I heard the agent criticised and scoffed at, I got up and said, "Mr. Chairman, I will challenge you to point out any institution, any organization employing a like body of men as the life insurance with fewer black sheep than our representatives in the agencies." [Applause.] But you are interested parties. Suppose you go and loan money on a mortgage; would you take the say-so and the dictum of the owner of the property as to its repairs, as to its condition, as to the title, as to previous mortgages? No, you would not. It would not be careful business methods. You would make your own independent investigation. So with us. We are after the physical condition of the applicant and the business, and while we trust you, gentlemen, and believe in you, yet we must have independent investigation to show what the surroundings are of the applicant, of that form of business, before we accept the risk.

The medical examiner plays a very important part in the great business of ours, and my belief is that the usual medical examiner tries to save rather than to break down. It is the tendency of all of us, gentlemen, to save a risk. We don't want to reject it. Some agents think we are sitting in our offices gloating over the risks we reject. Why should we? Every risk we reject means a cost to the company, for which we get no returns. Don't you suppose we have some regard for you? Whittier says: "It is the heart and not the brain which

to the highest doth attain." And so it is, gentlemen. But I can assure you that while there is sentiment in this business, a great amount of it, we can't be influenced by pure sentiment alone; we cannot be guided entirely by our consideration for you, and the disappointments which rejection means to you. A lady said to me last night, "It does seem too bad, doctor, after my husband has worked a long time over a risk, to have him turned down on family history." I said, "Yes, madam, it does seem a shame that a person should be made responsible for the physical sins of his ancestors, but we have to do it!" "But," I said, "a medical director is a man who should have an elastic mind; he should be one who is perfectly willing to change his ideas with the advance of science," and it is in that respect today that we have changed greatly in respect to family history. Contagion enters into it largely, gentlemen. I do not mean contagion such as we have in scarlet fever or diphtheria. If there had been contagion of consumption as we speak of the contagion of scarlet fever and so forth, this world would have been depopulated long ago. But we do recognize that there is such a thing as contagion in tuberculosis, and it is the duty of every medical director to investigate every single case that comes into his office. We have our rule; we have our methods. Every tub should stand on its own bottom, and no medical director has a right to turn down a risk simply because the family history shows an undue prevalence of consumption, without an investigation, and sometimes, oftentimes, that family history will turn out not to be a blot upon the risk.

Now we medical directors should have broad catholic views. We should be expansive. We must be studious. We have got to keep abreast of the times, and in my experience of medicine I know of no more pleasurable part of a profession than this business of life insurance. We have got to be posted in all forms of medicine, all forms of surgery and in sanitary science, we should know business generally; we should know something about life insurance in general. We should be able to weigh each case on its merits, whether there is consumption involved and whether the business element is strong enough to overcome its doubtful character. I am painting, gentlemen, no Eutopian idea. This is not imaginative nor is

it fanciful. It is what you should be and what we should be, and I believe every one of us is trying to live up to the idea of not making mistakes, as humans will do, but I will answer for my profession that what mistakes we commit are not mistakes of the heart; they may be mistakes of the mind, with our idea of what constitutes our duty.

One more word in regard to the medical examiner. Don't try to bulldoze him, don't say to him, as an agent once did in a western state, the examiner having turned down an overweight man, and the next man he turned down was a man who was too light: "Doc, don't you know life insurance is a business of averages? Here you have a man that you say is too light, and here is a man who is too heavy; put them together and you have the right man." [Laughter.] Unfortunately the doctor was very green at the business, and he adopted the agent's advice.

With these three factors, then, gentlemen, seemingly diametrically opposed, seemingly to be the alpha and omega of our business, there is every reason why we should come together. Diverging lines never meet; converging lines always. You starting from one point and we the other, you with the financial interest and we with the physical interest of our company at heart, must travel along our lines until we meet in a common path. It is liberty and union, now and forever, one and inseparable, but liberty first: liberty of conscience, liberty for me to act as my conscience dictates, you to act as your conscience dictates; you with a strong independence and reliance upon your duty; we the same; you and I with the courage of our convictions. With, therefore, this independence, with this liberty, there comes a union, a union of respect for each other, a union of respect for the work which we are doing, a union which brings you and me together for the building up and the uplifting of this magnificent business which we call life insurance.

I close with a little piece of poetry:

There's a breathless hush in the Close to-night—
 Ten to make and the match to win—
 A bumping pitch and a blinding light,
 An hour to play and the last man in.
 And it's not for the sake of a ribboned coat,
 Or the selfish hope of a season's fame,

But his Captain's hand on his shoulder smote
 "Play up! play up! and play the game!"

The sand of the desert is sodden red,—
 Red with the wreck of a square that broke;—
 The Gatling's jammed and the colonel dead
 And the regiment blind with dust and smoke.
 The river of death has brimmed his banks,
 And England's far, and Honour a name,
 But the voice of a schoolboy rallies the ranks,
 "Play up! play up! and play the game!"

This is the word that year by year
 While in her place the school is set
 Every one of her sons must hear,
 And none that hears it dare forget.
 This they all with a joyful mind
 Bear through life like a torch in flame,
 And falling fling to the host behind—
 "Play up! play up! and play the game!"

[Applause.]

Mr. William H. Herrick, St. Louis—I think we all have been elegantly entertained by the address we have just listened to. I propose that a vote of thanks be tendered Dr. Wells for his instructive and entertaining address.

The motion was carried.

Dr. Wells—I thank you very much, gentlemen. It has touched me deeply—the welcome I have received and the vote of thanks I have received. You are my friends, and I am interested more than you can imagine in the success of your work.

President Dolph—I will appoint on the committee on resolutions on the death of Commissioner Linehan, A. W. Childs of New Hampshire, Melvin P. Porter, Western New York, and William B. Freeman, Richmond, Va.

There was born at Monroe, Mich., a good many years ago, of Irish extraction, and with red hair, a boy, whom his parents decided was worth keeping. James Victor Barry or as he is affectionately called out in Michigan "Vic" Barry, was that boy. A trained newspaper editor, with a wide experience in state affairs, having at an early age been assistant secretary of state, he was called to the high position of commissioner of insurance by the

governor of Michigan four years ago, and is at the present time vice-president of the National Association of Insurance Commissioners.

In his official capacity he rendered a signal service to this association and to every life underwriter in this country, when two years ago he revoked the licenses of several agents for rebating, and informed the people through the daily press that a rebated policy was an illegal contract, the payment of which might be successfully contested. Ladies and gentlemen, I find much personal satisfaction in being permitted to introduce the Honorable James V. Barry, commissioner of insurance for Michigan, who will present a paper on "Insurance Ethics," which will interest you. [Applause.]

Hon. Mr. Barry—Mr. President, Ladies and Gentlemen: You will pardon me, I am sure, if I ask your indulgence at the outset while I add one word of tribute to the



memory of Colonel John C. Linehan. The gentleman from New Hampshire has well said that Colonel Linehan was the friend of this association. Permit me to add he was the good friend of all worthy people and of all praiseworthy institutions and associations wherever found and of whatever name and nature. He extracted from life the very best there is in it and I have the faith to believe that even now he has entered upon the enjoyment of the very best the great hereafter has

in store for those whose lives, like his, have made the world brighter and better. [Applause.]

Thanking you, ladies and gentlemen, for this most cordial greeting, permit me to say that I am not disposed to quarrel with my friend your accomplished president because of the things of a complimentary nature he has seen fit to say this afternoon, simply for the reason that from my earliest youth I have made it a practice to always plead guilty when caught with the goods. [Laughter.] Although I feel the sentiments expressed by one of the gentlemen located in Michigan who upon

a recent and similar occasion said that he had always understood a necessary ingredient of a good article of soft soap was plenty of lye, there may also be a grain of truth in what your president has said, for you know we have all been taught to believe that there is at least a little good to be found in every man. That will no doubt suggest to you the anecdote of the two gentlemen who were one day discussing a third party, of whom one of them was not particularly enamored. When the other said, "What on earth causes you to rail so at that fellow; I had the pleasure of being introduced to him a day or two ago, and I hadn't been talking with him two minutes before I discovered there was something good in him." "Something good in him," was the reply, "I would like to know what it was." "Well, as to that," said the gentleman, "I haven't quite yet made up my mind as to whether it was rye highballs or Scotch and soda." [Laughter.]

Having been so generously received by you to whom I am a practical stranger, I feel that I stand somewhat this afternoon in the position of the young daughter of the colored proprietor of a ramshackle hotel in a southern town, who upon entering the hostelry one afternoon was surprised to find his daughter sitting contentedly in the office with the arm of a newly arrived guest of the male persuasion about her waist. "Here, yo' Mandy, tell that gem'n to take his ahm fum round yo' waist." "Tell him yo' sef," was the reply; "he's a pufek strangah to me." [Laughter.] And so while I have not even a speaking acquaintance with most of you gentlemen I frankly confess that it is exceedingly pleasant to be thus enthusiastically embraced, as it were, by such a magnificent gathering of ladies and gentlemen [laughter] representing all parts of our great country.

Before proceeding with the serious business of the afternoon let me ask you to indulge me while I deny the responsibility for appearing on this occasion. I am here really because the executive committee of your important organization through its president saw fit to honor me with an invitation to say a few words at this time, an honor which, I assure you, I thoroughly appreciate; and because, too, I am always willing to aid, however meagerly, in a good cause. Being in this respect not al-

together unlike the young convert who, on attending his first prayer meeting after his conversion, and being asked to aid in the work of the church replied meekly and humbly, as was becoming in one so young in the faith, that he would always be found willing and anxious to do whatever his Heavenly Father asked of him, so long as it was honorable. [Laughter.]

Then, again, you know, my friends, it is every fellow's privilege to say a few words when he gets a chance. It is rumored that former Speaker Reed, Ambassador Choate and Ex-Senator Wolcott were spending the evening together on one occasion when the conversation turned to the subject of personal habits, and the ambassador remarked that he could say that he had not used tobacco and whiskey in ten years. "Great Heavens," murmured Senator Wolcott, "I wish I could say that." "Why don't you," drawled Reed, "Choate did." And so I don't flatter myself that I shall be able to say anything to you this afternoon that would not be as well if not better said by anyone of you if given the opportunity.

Life insurance, like everything else, is the product of evolution. The business as it exists today is the result of a constant succession of shifts and changes. It is a structure whose stability and permanency has been created and assured by some of the best minds of the nineteenth century.

When we contemplate the achievements of the men who have made life insurance what it is today as compared with the popular estimate of it even within the memory of most of us here this afternoon, we marvel at its development. So wonderful has this development been that one might be pardoned for saying that it savors more of revolution than of evolution.

Time was, not so long ago, when the life insurance agent was classified with the book agent, the lightning rod dispenser and the Bohemian oat artist. Doubtless you all have in your experiences encountered some misguided individual who, in this respect, still lives in the past, not having learned of the modern classification which places the business of providing for the widows and orphans upon the same high plane as that of the clergyman who teaches us right living and the physician who ministers to the physical well-being of those we love.

The growth of life insurance in this country during the past quarter of a century has been stupendous. In 1880 all of the life insurance companies reporting to the insurance department of the state of New York had in force less than a billion and a half of dollars of insurance. At the close of 1904 there was in force in companies reporting to the Empire State more than ten billions of dollars of insurance. But greater than this marvelous growth in the volume of business in force has been the improvement in conditions surrounding the business. And better than all else is the esteem in which those who are engaged in this beneficent work are held by their fellowmen.

The leading universities of the country are giving life insurance a well deserved place in their curriculum, and everywhere is the profession recognized as one of honor and distinction, well worthy of the best efforts of men of culture and moral worth.

In this age of splendid financial achievements no institution stands out with a clearer record or rests upon a more substantial foundation than the institution of life insurance. With billions of investments, incomprehensible to the average mind, given wide publicity, there are comparatively few securities held by the legitimate companies of today to which, in my opinion, the taint of speculation can be attached.

There is no financial institution today, in my humble judgment, in which the interests of its patrons are better safeguarded than the life insurance business of this country in its entirety.

The present year has been one of startling developments in life insurance and the results of events that are happening in these strenuous days will be momentous in their effect upon life insurance and the commercial prosperity of the country. During the past few months we have seen one of the great life insurance companies of the country passing through an ordeal which would have staggered, if not actually wrecked, the Bank of England. Scandal has been poisoning the very air it breathed, while dishonesty and graft have been cancerous growths feeding upon its vitals.

Notwithstanding these facts, publicity, a great cure for the evils of life insurance, is doing its perfect work so

well that, in my judgment, this company is today as well, if not better equipped than ever before to fulfill its mission and accomplish the great work for which it was created.

Thirty years ago life insurance passed through a fierce struggle for existence. Fourteen of the forty companies engaged in this struggle utterly failed, entailing upon their policyholders a loss of more than thirty-five millions of dollars. During the same period the solvent companies suffered a tremendous loss in business and prestige. The aggregate of business in force fell off more than five hundred millions of dollars. It was the struggle of the infant for its life.

Now that infant has reached man's estate, having gathered vigor through the years until it stands forth a giant in strength and power. How this strength and power shall be used is a most vital question to all concerned from the humblest policyholder to the highest salaried official, to every conscientious insurance supervisor and most of all, to you whose business life has been devoted to the creation of this strength and power and whose future is dependent upon its proper use and exercise.

If the good name of this young giant is to be besmirched by financial debaucheries, if its strength is to be sapped by the malignant growth of greed and selfishness, if executive officers who are its guardians and teachers are to be guided in their conduct by the questionable ethics of Wall Street rather than by Mt. Sinai's message to Moses of old, then it were indeed better if the child had died in its infancy and your lifework had not been devoted to its development and progress.

Standing before you today in all its strength and vigor this young giant which you have nourished and guided through all the vicissitudes of its infancy and youth, still demands that you shall not permit its strength to be dissipated and its good name dishonored. No management dare pursue any questionable policy against the earnest and united opposition of its agents. The life insurance agents of this country, organized and united as they should be, can do more toward the correct solution of the important problems which confront us at this critical time than any other force or combination of forces.

The disclosures of the past few months have impaired, to a greater or less extent, public confidence in the stability of the business and the honesty of its management. Unless this public confidence is fully restored and honesty and common sense be the controlling forces in the management of all companies, the future of the business will not only become precarious under the best conditions but a harvest of injudicious legislation will be garnered from the tares of scandal and jealousy that have been sown.

I have always maintained and still firmly believe that life insurance is one of the greatest forces for good this country has ever known. There is no feature of our modern civilization that is so sanctified by the graces of love and hope as that institution which has for its object the preservation of the home when age or death has destroyed its natural support. I sincerely believe that the affairs of a large majority of the companies are conducted with honesty, fidelity and integrity and that in the hearts of most of the officers "a good name is rather to be chosen than great riches." The eleven ought not to be condemned because there has been found a Judas who would betray his master.

Notwithstanding the stability of the business, the achievements of the past and my faith in the future, I believe you must be prepared to intelligently meet and combat a flood of injudicious, if not hostile legislation, with which you are sure to be confronted when the legislatures of the various states again convene.

Such a splendid organization as this, whose influence reaches from one end of the country to the other and whose power can be made to be felt from ocean to ocean, must be the mainstay of those who would prevent the present agitation from resulting in ill-considered legislation which will harass and obstruct the business. A thorough organization in every state, free from jealousies and earnest in its endeavors to accomplish naught but good for the institution of life insurance as a whole, will have a most potent influence on the legislation of the future. Judicious, well-considered legislation should be welcomed by and have the unqualified support of this organization and all that it represents. Any measure which will insure a stricter accounting of the trust funds

to the policyholders, which will keep the investment of these funds within proper limits, or which will fix a more direct responsibility for the betrayal of the sacred trust assumed by company officials should have not only your endorsement but your enthusiastic support.

Would that I had the power today to paint in letters so bold that they would never be effaced from your memory the one word "publicity" which, in my judgment, must be the agency through which life insurance, as an institution, is to be preserved and perpetuated. Any legislation which will insure the greatest publicity and which will impress upon the minds of all having authority in the business that they must account to the public for the manner in which they execute their sacred trusts, demands your earnest support. I maintain that any legislation which does not, either directly or indirectly, measure up to this standard is either vicious or fruitless.

Wherever supervision has thus far failed to fulfill its mission it has, either through inefficiency or dishonesty, neglected to ferret out whatever evils, however small or great, existed in the management of companies and hold them up to that public condemnation which surely leads to their correction. I do not mean by this that an outcry should be made whenever some error of judgment has resulted in undesirable practices. The great object to be attained is the correction of the evil, and if this can be accomplished without harm to the company or impairment of public confidence, neither duty to the public demands nor personal ambition justifies a resort to harsher measures.

No business is more dependent upon public confidence for its success than life insurance. We must have unbounded confidence in that institution to which we entrust the future happiness and welfare of those we hold most dear. An insurance company which undertakes to fulfill a solemn contract in the future when he with whom it was made can no longer guard the interests of its loved ones, must be above suspicion. That company whose every act and deed is done in the broad light of day, whose financial transactions are an open book to every one interested, whose officers not only welcome but invite the closest scrutiny and the utmost publicity of all

its affairs, and whose policy contracts are simple, clear, just and devoid of deception, must of necessity inspire that public confidence which, when nurtured and guided by an intelligent and enthusiastic field force, make for prosperity and permanency.

It has been my contention during the few years that I have had to do with the supervision of insurance companies that the least supervision consistent with safety is the best for all concerned, and I have conscientiously endeavored, as best I could, to adhere to this principle in all my official acts. If it were possible to have, without supervision, the fullest publicity, then, in my judgment, supervision would be wholly unnecessary. Under our present system of government, however, supervision has been found necessary and has thus far proven a most potent influence in upbuilding and improving the business and preventing fraud and deception. Like all things of human origin it has its weaknesses. How to cure these weaknesses and utilize the rocks encountered in the past as foundations upon which to establish warnings of danger for the future is one of the vital problems whose proper solution is the concern of all who are in any wise interested in the great institution of life insurance.

It is a generally conceded fact that politics plays altogether too important a part in the conduct of the affairs of insurance departments under the present system. In too many cases this is the influence that dictates the appointment of the supervising official regardless of his fitness for the position he is to occupy. Even when by this system a conscientious person, though lacking in the requisite knowledge and experience, still desirous of doing his full duty intelligently and well, is selected he is too often handicapped by incompetents whom political exigencies thrust upon him. Equally unfortunate is that state whose selection falls upon one who himself has a political ax to grind and who uses his office for the advancement of his personal political ambitions. But more reprehensible than either of these is that department which permits itself to assume the role of guardian and advocate rather than that of critic and judge with reference to the companies of its own state and regards as an affront any examination made by the department of

another state under any circumstances. I have always been a firm believer in the principle of comity between the insurance departments of the various states of the Union. I do not believe in indiscriminate examinations made without rhyme or reason, but that supervising official fails in the performance of his duty who neglects to make an examination wherever and whenever his honest judgment dictates it should be made.

The question of national supervision, which is now being so extensively discussed and advocated, is a most serious one. Politics has been known to creep into national affairs and campaign contributions to dictate the appointment of cabinet officers and ambassadors in years gone by. To be of value national supervision must confer upon him who is to exercise it almost unlimited responsibility and autocratic power. To make this responsibility and power subject to party exigencies or the needs of the campaign fund would, in my humble judgment, be the greatest calamity that could possibly befall the life insurance business. If national supervision is to double the burden which the business is now called upon to bear, then it were better to leave it unaccomplished. If, however, it is possible to create and maintain a national department free from political or other improper influences, able in its judgment, conscientious in its decisions and fearless in their execution, it would be "a consummation devoutly to be wished."

Another remedy that has been suggested for some existing undesirable conditions is a system of interstate examinations to be made under the direction of the National Convention of Insurance Commissioners. This plan contemplates that any company desiring to have its affairs investigated may apply to the convention through its executive officers who may also be appealed to by any insurance department or departments which deem an examination of a company desirable or necessary, and the designation by such executive officers of the insurance departments to conduct the examination in either case.

Both of these proposed remedies demand careful and serious consideration. But no matter what remedy is applied, whatever evils may exist will not be wholly eradicated unless honesty and justice supercede graft and speculation wherever such evils are to be found.

Gentlemen, the future of this magnificent business rests to a very large extent with you who represent it in the field and thus stand between the public and the companies. No company dare defy an enlightened and righteous public sentiment. If you are honest in your dealings with the public, if your duty to your fellowmen is done with a clear conscience, if you go about your daily work in an honest, straightforward, high-minded manner, your influence upon public sentiment cannot be measured by dollars and cents for it will so strengthen the position of life insurance that it will be unassailable from without and indestructible from within.

If you teach and the public demands that every element which appeals to the gambling instinct of our natures be eliminated from the life insurance contract, the business will be placed upon a higher plane and a still more enduring basis. When every vestige of gambling is eliminated from the life insurance contract, then the last incentive to speculation or extravagance in the handling of life insurance funds will have been removed.

While on the one hand you should demand of the companies that life insurance be kept close to its ideals, you should, on the other hand, uproot any sprouting seeds of discontent that may have been sown either by the agitator or the speculator. The life of the business demands the preservation and success of every company that is conducted honestly, and it is your duty to thwart every attempt to bring discredit upon any such company whether it is the one with which your immediate fortunes lie or not. An unjust attack upon any reputable company is an attack upon the entire system of life insurance, and as faithful soldiers in the grand army in which you are enrolled, it is your duty to stand shoulder to shoulder with your comrades and defend the standards of the other battalions as faithfully and as valiantly as you do that of your own. Only in this manner can public confidence be restored and retained and the common enemy be routed. [Applause.]

Col. Goulden—After listening to the very able address from the distinguished insurance commissioner from the state of Michigan I am sure you are all anxious to give him a vote of thanks, and therefore, sir, I move you that

the association extend to the gentleman from Michigan its heartfelt thanks for a very instructive address.

The motion prevailed.

Mr. Plummer—Mr. President, on behalf of the executive committee I desire to submit a report. If it is agreeable to you I should like before doing so to make a little explanation. This association is now sixteen years old. It is composed of the great body of honorable life insurance agents throughout this country. During all these years it has moved with great caution and forbearance, and because of this it has commanded the respect of the executive officers of our companies, and won the confidence of life insurance agents everywhere. It has had the sympathy of the public at large because in all of its operations and in all of its work it has aimed to represent that only which is honorable and right in connection with the great business in which we are engaged. During all these years it has stood firm in upholding its principles and purposes, and has scrupulously avoided interfering with matters which do not strictly belong to it. No matter how grave have been the questions which have come before this body, I believe the records of our association will bear me out when I say that after every question had been carefully considered, and a conclusion reached, it stands of record that this association has never yet made a mistake. [Applause.] Today we all know that the great business which we represent is passing through a very trying ordeal. We know that certain companies are at the present time in the hands of investigating and examining committees. These committees are composed of men who are the duly constituted officers of the law. There exists upon the statute books of every state laws sufficiently broad and wide in their scope and meaning to hold every man accountable who is recreant to his trust.

Now, gentlemen, a matter has been submitted to this convention which to us is one of very serious import.

Whatever may be the judgment of the public at large and however varied may be the differences of opinion upon the questions at issue, surely if there is any body of men in this country which should gauge its action with care and moderation, it is an association composed of men who are in the employ of these great companies.

Men who have been trusted by these executive officers, and who are honored with their confidence because they believe we are worthy of it.

The American spirit is the spirit of fair play. Therefore it becomes us here in a convention like this, knowing what we do, and representing as we do these great companies, to suspend our judgment until the testimony is in, until the facts have been revealed by the examining committee and the verdict rendered. [Applause.] That would be in accordance with the American spirit of fair play, of fair dealing and righteous judgment. And so, gentlemen of this convention, with your permission I want to offer on behalf of the executive committee the report of that committee, which as you know is composed of representatives from every local association comprising the national body, and the adoption of this report is the adoption of a report of the men who represent every association in this meeting today, and therefore their deliberations and recommendations, I think, are entitled to your confidence and support.

Resolved, It is the sense of your executive committee that the resolution offered by a delegate from the St. Louis Association could not be considered by this convention, and that the consideration of that or any similar resolution is unwarranted and outside the proper province of the National Association of Life Underwriters. [Great applause.]

Mr. Chairman, I present this report and ask for its immediate adoption.

The motion was seconded.

Mr. C. W. Van Tuyl, Minneapolis, Minn.—Mr. Chairman, and Ladies and Gentlemen: I am here to represent in very few words quite a large number of the members of this association who differ in opinion from the verdict of the executive committee. Now, please do not understand by that that we question at all the propriety of the executive committee following its own judgment. It is simply a difference of opinion, and we hear with all deference and respect what their chairman has to say in favor of it. We ask an equally respectful and patient hearing of the other side.

I propose to speak just a very few moments upon three points. I wish to consider first, whether we ought, as an association, to make public any declaration regarding

the matters now holding so large a place in the press of this country. I wish to consider second whether it is profitable to us, as agents, to do it. I wish to consider finally what is the politic course for this convention.



Ought we to do it? Upon that point I wish I could remember the words of a portion of Mr. Barry's address just delivered, in which he spoke so clearly and ably of the power and of the proportionate responsibility of the life insurance agents constituting this organization. We are the one representative life insurance organization in the country. We are the one representative body which is supposed to be able to speak with anything like

authority regarding life insurance matters. Is it a time for such a body to keep still? Do you think that if the legal profession were agitated and concerned today by some great scandal connected with the law and the National Bar Association were in session, that they would keep still about the one question which concerned them more than anybody else and about which they were supposed to be better qualified to speak than anybody else? If this were a National Medical Association and there were some great and important and prominent matters connected with the medical profession filling the papers of all the land, do you think that a national association of medical men would keep still about the one matter that they were supposed to be able to better speak on than anybody else? I think not. I think we, as life insurance men, must assume our proper responsibility. It is for us to say and say in no uncertain terms, not that we reflect upon any one particular company, simply that we are in favor of honest, sound methods in life insurance. [Applause.] That we are in favor of conducting and pushing these investigations to the end, and that we have nothing to cover up and nothing to conceal from the community. I tell you, ladies and gentlemen, if the impression once becomes general in this country that the life insurance men as a whole stand for and apolo-

gize for the scandals which have filled the newspapers for the last six months or a year it will cost every member of this association thousands of dollars before he is through with it. We shall be false to our natural responsibility if we keep still. This is not a time for us to keep still. We have been an association, as Mr. Plummer said, for sixteen years. For the first time in sixteen years during the life of this association, there comes a great crisis in our business. It is not a time to keep still. It is a time to speak fairly, dispassionately, reasonably, but in no uncertain voice.

Now, next: Is it profitable to us agents that we should go before the country with a statement that we condemn false methods in life insurance; that we are in favor of having this investigation pushed to its completion; and that we are in favor of the removal of every man who has betrayed his trust? That is all there is to this resolution. I say, is it profitable to us agents that we should say that? Upon that I should like to ask every agent here one simple question. What are your commissions on the business you do not write? Do you want to go back to your home and meet the men who constitute your natural clientage, and stand before them as in any sense an apologist for that which has filled the newspapers of the land for the last six months? I say that financially we cannot afford to do such a thing. We are loyal to our company; but more than that, gentlemen, even we recognize that we depend for our business, we depend for our living, we depend for all that we are striving for, upon a public sentiment in our favor, a public sentiment that has confidence in us, and if we fail now to take the proper position we shall lose that confidence, and it will be years before we possess it again.

Now, finally, gentlemen, what is the politic thing for this convention to do? Now, I always believe in calling a spade a spade, and I always believe in telling people frankly and fairly just exactly what we propose to do. It is the fairest, the kindest and the best way in the long run. I wish to say to the gentlemen of the convention that some such statement as that which has been offered by resolution will be sent out to the public signed by a large number of the members of the convention, unless

the convention adopt some reasonable resolution. Now, don't understand me as making that as a threat. That is simply exercising our prerogative as an individual. We abide by the decision of the convention. If you don't want to pass it, all right. I simply want you to understand that will not quiet us; that some such resolution as that is going to the world, and is going to be signed by the names of those men who are in favor of that principle. Fairness and frankness are best in the long run, and I say to you in all fairness and frankness that the men I represent will not stand for Hyde dinners before the public; they will not stand for blind loans; they will not stand for midnight transfers of securities. Now, when you vote, vote understandingly; that is all. This thing is going out, and it is going out signed by the men who believe in this sort of thing. We would much rather have it done by the convention. We think it is the wise thing, the politic thing, the manly thing for us insurance men to do, and do it as an organized body. But, gentlemen, please understand, that we who come before you with this proposition come before you as a matter of conviction. We believe in it; we shall stand by it, and whatever you do we shall take our bark to the highest promontory of the beach and wait for the rising of the tide. [Applause.]

Cries of "Question?"

Mr. Raleigh here attempted to gain the recognition of the Chair.

Major Kendall—Mr. President. I move that when a vote is taken upon this resolution or report of the executive committee that it be an aye and nay vote by roll call. These gentlemen, then, can put themselves upon record and they won't have to send this endorsement of their honesty to the world to show the world that they don't stand for these things. Thank God, I haven't got to sign anything to convince the people of my city that I don't stand for graft. [Tremendous applause.]

Mr. Scott—As this is provoking and will provoke much discussion, and as we have nothing very special on hand for tomorrow morning and have yet the nominating committee to select, and as we have an automobile ride to take this afternoon, and they are waiting for us now,

I move that further consideration of this subject be postponed until tomorrow morning.

Cries of "No, no," and "Question."

Mr. Scott—Mr. Chairman, I say that unless a vote is taken immediately.

President Dolph—If you will permit me just to make a statement. The gentleman upon the platform (Mr. Raleigh of St. Louis) says he will take a few minutes, and he knows there are a few other members who desire to speak to this proposition. Now, if it is your wish to hear these gentlemen, we ought in all fairness to the local associations to proceed almost at once, or at least as soon as we can dispose of the selection of the nominating committee, to enjoy our ride, because I understand that there are at least fifty of the leading citizens of Hartford waiting for us, and it is not courteous to them to delay.

Cries of "Postpone it; postpone it."

President Dolph—A motion is made that we postpone further consideration of this question until tomorrow morning.

Cries of "Question, question."

Mr. Cochran—I move we adjourn.

President Dolph—Oh, no, we have the nominating committee. The question is whether we shall continue the discussion of the present subject or postpone it. Those who desire to postpone it until tomorrow morning will say aye. Those opposed no.

A viva voce vote having been taken the Chair declared the ayes had it.

President Dolph—I suggest we take it up very early tomorrow morning.

The roll was then called and the following gentlemen were selected to form the nominating committee:

Baltimore—Matthew S. Brennan.
 Birmingham—W. J. Cameron.
 Boston—Louis L. Hopkins.
 Chicago—Danford M. Baker.
 Cincinnati—Collin Ford.
 Cleveland—O. W. Carpenter.
 Connecticut—L. C. Slayton.

Georgia—J. R. Nutting.
 Indiana—E. G. Ritchie.
 North Indiana—C. W. Orr.
 Iowa—Elmer Dwigins.
 Louisville—J. M. Johnson.
 Maine—J. Putnam Stevens.
 Central Massachusetts—Dana M. Dustan.
 Western Massachusetts—George P. Mitchell.
 Michigan—Col. Will A. Waite.
 Minneapolis—C. W. Van Tuyl.
 New Hampshire—A. W. Childs.
 Nebraska—A. Ray Edmiston.
 New Jersey—C. L. Whitfield.
 New York—P. H. Farley.
 Central New York—E. R. Putnam.
 Western New York—W. G. Justice.
 North Carolina—J. D. Boushall.
 Peoria, Ill.—George L. Root.
 Philadelphia—J. Edward Durham.
 Pittsburg—W. M. Wood.
 St. Louis—William H. Herrick.
 Syracuse, N. Y.—C. H. Tennant.
 Virginia—N. D. Sills.

On motion the convention then adjourned until Thursday morning.

THIRD DAY'S PROCEEDINGS.

The last session of the convention was called to order by President Dolph on Friday at 9:50 a. m.

President Dolph—Ladies and Gentlemen, the first business before the convention this morning is the adoption of the report of the executive committee.

Mr. Van Tuyl—I understand that a motion for the adoption of the report of the executive committee has been made and seconded. I now take great pleasure in again seconding the motion to adopt that report, as another resolution will be offered, which has the approval of the executive committee, and will, I believe, be satisfactory to every member of this convention, and will, I hope, be unanimously adopted by this body. [Applause.]

President Dolph—Gentlemen, you all understand the question. All in favor will signify by saying aye.

Amid great applause the motion was unanimously adopted.

Mr. William C. Johnson—Gentlemen, we are gathered here not as agents of individual companies, but as workers in the business of life insurance; gathered from al-



most every state in the union; representing in a sense the people of the various states, who have been induced to take their insurance largely through the efforts of the managing agents of the life insurance companies. I think this gathering should have something to say for the business of life insurance, and I shall beg to offer the following resolution:

Whereas, At the present time the attention of the public is directed to evils recently disclosed in the business, to the extent that the long record of faithful handling of the funds

of policyholders in the American life insurance companies is in danger of being overlooked; now, therefore, be it

Resolved, That the National Association of Life Underwriters records the fact that the funds of the policyholders in the life insurance companies of America have, during the past half century, been administered with a fidelity, integrity and ability which recent events have but served to emphasize [applause]; and, be it further

Resolved, That for the best interests of the policyholders and the companies, both of which in a special sense are committed to us, this association suggests full and free publicity concerning all the operations of the life insurance companies, as best calculated to minimize future opportunities of evil and to retain the confidence of the people in the best and what will surely grow to be the greatest system of organized beneficence in the world—the business of life insurance.

Mr. Chairman, I beg to present the immediate consideration of this resolution.

Mr. Scott—I move that the customary course of referring to the executive committee be dispensed with, and that this association at once proceed to the consideration of the resolution.

Mr. Johnson—I accept the suggestion.

The question was then put, and the motion of Mr. Scott prevailed.

Mr. W. D. Wyman, Chicago, Ill.—Mr. Chairman, I move you that we adopt the resolution.

The motion was seconded, and on the question being put the motion unanimously prevailed.

Mr. J. W. Fitzpatrick, Portland, Me.—I just want to say, gentlemen, that this is the last day of this convention, and we have taken particular care that you should get home at as cheap a rate as possible. Now the railroad man is at the door of this convention hall and desires to give you back your certificates, duly vized, which you will carry to the railroad station in this city and get a ticket home for one-third rate. If you do not go and get those certificates you will get no reduced rate, and remember it is not a pleasant thing to walk home, particularly if you have ladies with you.

President Dolph—The next business before the convention is the report of the committee on resolutions on the death of Commissioner Linehan. Mr. Childs is chairman.

The following report of the committee was read by Mr. Childs:

Resolved, The National Association of Life Underwriters in annual convention assembled has learned with sorrow of the death of Col. John C. Linehan, insurance commissioner of the State of New Hampshire.

He was a wise and efficient public servant, a genial and loyal friend of the life underwriters' association, standing for all that was good and helpful to the great cause of life insurance.

The secretary is directed to extend to his bereaved family this expression of the high esteem in which he was held by the life insurance interests of the



country, and to spread a copy of these minutes on the records of the organization.

Mr. James Yereance, New York City—I move its adoption by a rising vote.

The motion was carried.

President Dolph—The next business before the convention is the report of the committee on the award of prize essays. The secretary will read the report.

The following report was then read by Secretary Clark:

Charles E. Ady, Esq..

SEPTEMBER 11, 1905.

Chairman Prize Essay Committee,

National Association of Life Underwriters,

Paxton Block, Omaha, Neb.

DEAR SIR:

The judges of prize essays beg leave to report as follows: The marking of the judges results in giving No. 57 a rating of 95 per cent. and to No. 805 a rating of 91½ per cent.; awarding, therefore, first prize to No. 57 and second prize to No. 805.

Nos. 338—2,683, 999 and 6,505 also deserve special mention for excellence, in the opinion of the judges.

In awarding the prizes the following considerations were observed, viz: The contents of the essay, its arrangement, its style. In the matter of arrangement preference was given to essays which were logical over those which exhibited singularities in this regard. In the matter of style preference was given to a plan, direct, simple, forcible style.

The essays submitted were, on the whole, of a high order of merit and very creditable to their authors.

(Signed) MILES M. DAWSON,
EDSON P. RICH,
JAMES W. GLOVER.

President Dolph—You have heard the reading of the report. What is your pleasure regarding it?

Mr. Iredell—I move it be received and adopted, and a vote of thanks be accorded the committee for their labors.

The motion prevailed.

President Dolph—I have to announce that the writer of Essay No. 57 is Mr. Melvin P. Porter, district agent of the National Life Insurance Company, and a member of the Western New York Association. Will the gentleman please come to the platform. The winner of the second prize, No. 805, is Mr. Howard H. Hoyt, western superintendent of agencies of the Equitable Life Insurance So-

ciety of Chicago. I think he is not present. I would in making that announcement read the following telegram to the secretary:

Letter received. Sorry impossible to be present convention, Hartford. Hope to receive further advice in due time. H. H. HOYT.

For honorable mention, No. 338—2,683, the writer is Mr. Willard H. Lawton, manager Union Central Life Insurance Company, a member of the Philadelphia Association, who is not present. Also for honorable mention, No. 999, Mr. W. G. Harris, Worcester, Mass., a member of the Central Massachusetts Association.

Also for honorable mention—and in reading these last two names I am reading them in the order in which they appear in the report of the committee—No. 6,505, George M. Herrick, special agent of the Provident Life & Trust Company of Philadelphia, a member of the Chicago Association. Mr. Herrick is not present.

The next business being the presentation of these cups I would ask that some one suggest a representative of the Chicago Association to take the place of Mr. Hoyt.

Mr. Wyman—Mr. Chairman, I suggest Mr. Baker, president of the Chicago Association.

President Dolph—Will Mr. Baker please come to the platform? Will Messrs. McIntire and Durham come to the platform?

The gentlemen named took their seats on the platform and President Dolph continued:

I will announce, ladies and gentlemen, that the Calfe loving cup will be presented by the Hon. William McIntire of the Baltimore Association. [Applause.]

Mr. McIntire—Mr. Chairman, Ladies and Gentlemen, and Mr. Porter: In the past sixteen years there have been many changes in the condition of all matters pertaining to business in this great republic. There was a time when it was only a question as to the individual so far as to occupying the relative positions in this country. Since then radical changes have come about. Men are now selected for their character, for their standing, for their ability to accomplish results in an intelligent and manly way. The government of the United States, as you are well aware, has found it necessary to adopt a system by which they are assured capable, honest and

efficient public servants. Again, the great railroads of the country found that it was necessary to disregard favoritism and influence, and substitute as a basis of employment character and ability. So it seems to have been



in the mind of our dear old friend Ben Calef. He saw sixteen years ago that the reckless and unintelligent manner of conducting our business, with the consequent ill feeling engendered between the representatives of one company against another, must some day be eradicated so that we may keep in touch with the procession of higher ideas and better manhood, and it was that thought which prompted his presentation of this cup that I am about to hand to you today.

In a little town in Switzerland, removed from all the bustle and tumult of the world, there is erected a crude monument, and on visiting that place, not more than five hundred souls at the most, you ask why that structure? Why that crude monument? If you insist upon an answer, you will be told, as I was, that it was erected to the memory of an old man who lived in the town. When asked why to this old man, the reply was: "Because he taught the little children of this town how to pray." So it was with good old Ben Calef. He taught us a higher ambition, and he presented to us a medium which would help us to forget the unbusiness-like methods of the past, and to elevate our calling to a higher plane.

The subject of your essay, Mr. Porter, is indeed a most touching one, and important: Loyalty. Your committee selected well, Mr. Chairman. It is often asked what word in the English language, or portrayed anywhere in the human language is of the greatest import. All that is good, or bad in life has for its sustenance loyalty to its purpose. It matters not where you find it; one to succeed must be loyal at the beginning and to the end. Loyal, not only to corporations; loyal, not only to individuals, but for the better purposes in life; loyalty to manhood, to character and loyalty to one's self. When you

stand in the Invalides in Paris, and view the tomb of the great Napoleon, you ask: "Why the greatness of this man? Why should he have conquered half the world? Why, today, is he known and remembered by every civilized and intelligent man and woman in the land?" It was not Napoleon himself, but it was the loyalty of those whom he knew so well how to gain and retain. So it is in our walks of life. Loyalty should be our symbol, our watchword and our purpose. Loyalty, I am happy to say, to a purpose has been taught in this organization since it was first organized in Boston; loyalty has maintained this organization, and loyalty will continue to maintain it. Loyalty on the battle field; loyalty to purpose; loyalty to the individual. Everything consists in loyalty, that makes for manhood and success in this life. Why, but this morning you have demonstrated your loyalty to this organization, to its purposes and its character. That loyalty will continue to make this organization the success it is, and the subject of commendation by every man in the insurance business whether he be president of the company or a humble agent in the backwoods of our country.

Upon you, Mr. Porter, the distinction has fallen that you receive this cup, not from our hands but from those of Major Calef. This association congratulates you, sir, and I, too, congratulate you. [Applause.]

Mr. Porter—Mr. President, Ladies and Gentlemen: I highly appreciate the honor which you confer upon me, and I gratefully receive on behalf of the Buffalo Association, this memorial which has meant so much through all these years of this association. Though I confess I feel myself very much in the position of a man who called on a friend who had recently hired as a doorkeeper a Chinaman named Chin Ling. Chin Ling's mistress had instructed him in the performance of his duties. She had gone through the ceremony of calling and putting a card on the tray, and she always used the same card. Shortly after a caller came and presented his card. Chin Ling looked at the card and saw that the name was different from that on the one with which he had been trained, and he said to the caller "You go hellee; you no got likee ticket." [Laughter.] In knocking at the door of this association I feel like I have not a "likee ticket," having

been in the membership less than a year. I declined to join the Buffalo Association because at that time it admitted to membership representatives of made-over com-



panies, which I considered unsafe. I am glad to say it has none such now. In view of my past delinquency I feel a special obligation to this association. In fact I came here from a sense of duty. As secretary and treasurer of the Municipal League of Buffalo, practically manager of the campaign, it was only through working overtime and hiring special investigators that I could safely leave. It seems to me that this committee has made a great mistake in the award. I can conceive of only two

theories which can possibly account for this honor which has come to me. One you might call a psychological theory; the other a mathematical theory. On the psychological theory this award is explained on the basis of the deep impression made on the minds of the judges by the magic number 57, through their having seen it so often in Heinz's advertisement of 57 different varieties. [Laughter.] I put great dependence on this theory. When I was casting about for a lucky number I took this. And when I had notification from your secretary that I had won, it never occurred to me that I had seen it.

Now the same sub-conscious reason that led me to select that number must also have influenced the judges. [Laughter.] But if this theory does not satisfy you I have another. Two years ago I heard a college professor say that mathematics helped us to make the decisions of everyday life, and meeting the problems we must meet at every turn. Feeling this, I believe that my luck can be explained on the basis of a mathematical theory. You know that Solomon wrote one thousand and one proverbs. Well, my competitors were as full of ideas on this subject as Solomon was full of proverbs, and inadvertently they exceeded the word limit and were excluded from the contest, and the prize came to me by default. I thank you, gentlemen. [Applause.]

President Dolph—The Ben Williams vase will now be presented by Mr. J. Edward Durham, president of the Philadelphia Association. [Applause.]

Mr. Durham—Gentlemen, I want you to give Mr. Baker credit for all that is coming to Mr. Hoyt. Our chairman has transferred to me the pleasure of addressing to you a few brief words. The topic is one old yet ever new. Before the dawn of history, from out the twilight dim men called traditions, shadowy forms emerge, with faces drawn and muscles tense, and hearts palpitating with the joy of conquest. They typify the soul of combat; that which spurs men on to high endeavor and leaves the laggard and the coward in the rear. They typify the spirit of unrest, that which lifts men to the heights from which they get the beatific vision, and leaves the dullard and the selfcontent to dreary vistas of the lowland. It is the spirit of that ancient hero, blind with wounds, furious with pain, who asked but this:

“Dispel this cloud, the light of Heaven restore;
Give me to see, and Ajax asks no more.”

Light, light, and even more, light. And from out of those shadowy ranks emerge the champions to do vicarious battle for the nations and for the assembled cloud of witnesses. And from those ranks we hear the solemn hymn of battle swell on the wind in deepest diapason, calling on him who stands for them to put forth the supreme effort victory needs. And in that sacred song imbedded lie the hopes; the aspirations and the destinies of generations then unborn.

Now in some such wise it seems to me we may regard this symbol. No base reward is his who wins it, but it carries with it the lofty thoughts of him who first conceived and gave it. It carries with it the fragrant memories of lofty thoughts by it inspired; and on it goodly fellowship of those with whom your name is now to be inscribed.

Loyalty a factor in success. Loyalty is that, and more. It is success. All who have striven for this prize have won, no matter what position may have been accorded to them, and they and we as well congratulate you by proxy in that you have so happily expressed your sense of loyalty that to you in turn is given to watch,

to guard, and to defend, if need be, this vase which now I hand you. [Applause.]

Mr. Baker—I regret exceedingly that Mr. Hoyt is not here to respond. I think, however, as I am his representative at this time that Mr. Hoyt will be a man of very few words. The Chicago Association, certainly, will take back this emblem with a great amount of pride as this honor came from our association—Mr. Ben Williams—and we shall certainly be very glad to advise Mr. Hoyt. We thank you most heartily. [Applause.]

President Dolph—The next business is the reading of the prize essay. Mr. Porter will read his essay.

Mr. Porter's essay was as follows:

The man who would become a successful agent must be loyal to his profession, to his company and to his clients. Loyalty involves a faith and confidence possible only when based on an appreciation of fundamental values.

He is loyal to his profession because he realizes its service to society and its opportunities for himself. He knows that for most men who die during their productive period, life insurance alone can guarantee their widows a competence and their orphans a fair start in the world. He is aware that the premiums paid for life insurance are largely savings that few would make and safely invest, were it not for the periodically recurring demands of the company. He knows that in most cases the chief source of poverty and its resulting ignorance and crime, is not insufficient income, but lack of the habit of saving and wisely investing. He understands that it is only through spending less than their income that men accumulate the capital, which makes the great industries possible. He perceives the value to society of the annual saving of six hundred million dollars and the function performed in the economic world by the two and one-half billion dollars of life insurance assets loaned to the captains of industry.

He is loyal to his profession because he appreciates the moral value of life insurance in broadening men's sympathies, in teaching them that real love for wife and children involves wise provision for widow and orphans. He is loyal because he has visions of the future, of the

millennium which will be ushered in when life insurance shall have been brought to every fireside and the ills of society resulting from thriftlessness and poverty shall be no more.

He is loyal to his profession because of its personal advantages, in that he is in business for himself, master of his time and largely of the amount of his income, in that he requires no capital invested subject to the accidents of business, in that his renewals build up for the future an income, which is the equivalent of the interest on a large investment. Therefore, he is most careful that his freedom does not lead to his own undoing. He faithfully and systematically plans his day's work and insists on its accomplishment.

His faith in insurance makes him a missionary, gives him initiative, courage and persistency, inspires him to labor and wait when things look dark. It brings him to ignore the unpleasant features of his work. It keeps him from being tempted by large salaries offered him to engage in other occupations. It makes him a constant student of insurance and of reasons for insuring.

His loyalty to insurance leads him to be fair in competition and to aid the underwriter's association in raising the standards of his profession.

His faith in insurance impels him to hasten amply to protect his own family, therefore, men do not find hypocrisy in his arguments. It aids him in appreciating the duties of citizenship and by reason of his knowledge of men and his control of his time, peculiarly fits him for leadership in movements which make for civic righteousness.

His loyalty to his company is based on carefully investigated facts, convincing him that it has no superior in results to policyholders and on a fair contract profitable to him on the good, persistent risks he procures.

Loyalty leads him to avoid debts to his company as he does all other debts. It makes him most careful in the selection and retention of desirable risks and good agents. It inspires him to be jealous of his company's good name. It moves him to a mastery of its rules, methods and policies and to courtesy and faithfulness in his dealings with its representatives, who will, therefore, naturally help him to greater success.

Loyalty prompts him to aid his company and the state in stamping out rate discriminations, which are unfair as between applicants and unprofitable to the company.

Loyalty results in length of service, which increases his own and his company's standing in the community. The man who would become a successful agent is so loyal to his company that he does not fear to call the attention of home officials to faults in its management, if any be found, and to urge their correction. If he fails in this and the faults be sufficiently serious, he will resign his agency, because there is a higher loyalty, that which he owes to the insured for whose service the companies exist.

He recognizes that he represents not only the company but also the man he insures and he endeavors to secure a perfect understanding and equity between them.

Loyalty to his clients cures him of timidity in approaching men, because he realizes that each failure of his may mean distress and disaster to a home, each success may be the sole provision for food, clothing and shelter for a family. It leads him to cultivate the infinite tact required for success in an economic doctor who offers advice, generally unasked for advice which if heeded will relieve the diseases most common to man, thriftlessness and poverty. It teaches him carefully to inquire into his client's circumstances and to advise the policy best suited to his needs. It inspires confidence when he points out how a moderate annual deposit with his company can relieve a man from anxiety for his family, leave his capital free, serve as collateral, protect his business in times of depression and furnish comforts in his old age when his other property may have been lost. It wins him respect and brings him friends who will greatly assist him in building up a large and growing clientage.

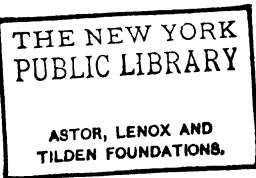
President Dolph—Mr. Baker will now read Mr. Hoyt's essay.

The essay of Mr. Hoyt was as follows:

The sale of life assurance is business, but differs from other business in this particular: the agent must sell something which is neither a necessity nor a luxury, but a duty. Commercial in its application, it is founded upon



THE BEN WILLIAMS MEMORIAL SILVER VASE.



sentiment and has a special value to society. It is thus distinctively and inherently on a higher plane than the average occupation. The agent is not only a salesman, he is an educator, a public benefactor, and under the cloak of salesmanship does a great work of service.

Business is war, although not always according to the definition of General Sherman. The agency forces of a life assurance society are a great army, seeking, not evil, but good. As with any army there is demanded harmony of action, courage, persistence, singleness of purpose, confidence, industry—qualities which, intelligently directed, will win success in any field of human endeavor. There must be secured from the agent a loyal co-operation rather than drudging routine forced by the necessities of existence.

What is loyalty? In actual war it is elimination of the individual for the good of the whole. In life assurance it is the consecration of self to a life work, with full faith in the society and absolute confidence in those in command, not for the good of the whole primarily, but for the welfare of the individual.

This distinction is important. In business self interest is the strongest motive force. The development of an agent depends upon the degree in which this force operates. To do successful work, the agent must feel that in loyalty lies his own welfare. The society is his opportunity; the function of the manager is to keep him in touch with this opportunity.

At the outset, then, the agent must be made to feel that he has chosen his life work. In no other way can he properly develop. The growing process is constant; success is not something which can be put on or off at pleasure. We thus find as the first essential loyalty to the insurance idea, both as a public blessing and as a means for a livelihood. The successful and honest agent must believe in that which he wishes to sell.

Here we have a young man who believes in the principles and mission of life assurance and feels that under proper conditions he can develop into a proper salesman. Where lies his opportunity? Where can he best grow?

A life assurance society, while founded on sentiment, is amenable to all the laws of the commercial world. If our agent's development is to be constant, the society he

represents must be permanent. He must be able to believe in his society as well as in the insurance idea, for this belief will greatly influence his work. The strength of an insurance society is a demonstrable quantity. He selects one, perhaps, which has had a useful career covering nearly a half-century. Financial panics have had no appreciable effect on its enormous resources. Its relations with thousands of policyholders have been ideal. It has passed triumphantly through a storm which would have wrecked a weaker institution. Here is something to which he can pin his faith and trust his future. Here is one condition under which he can grow. Such a society is his opportunity, and to succeed he must stick to his opportunity. This is especially true as life assurance work is in a degree educative and its rewards not immediate.

Here, then, is loyalty to an idea and to a concern which is the embodiment of that idea, requiring, not elimination of self, but consecration of his full energies in the belief that his own welfare demands it. This is the only form of loyalty which an insurance society can exact. The problem is to maintain the agent in the knowledge that the society is his opportunity and their interests mutual.

Now enters the personal element. Upon the managers the growth of the society and of the agent in a large measure depends. Loyalty to his leader becomes a directing force in our agent's development. Woe to that society whose managers are not men who inspire confidence and loyalty; with whom the agents can entrust their future; can work in perfect harmony, confident of receiving full appreciation and justice; men in whose honesty of purpose absolute reliance can be placed.

Imagine an organized agency force whose leader, whatever his ability, is not a safe person with whom to entrust an agent's future. The development of the men who work under his direction is one of his chief duties. Yet he controls by fear, which becomes a dominant but disturbing element. The atmosphere exhaled poisons ambition, stifles growth and destroys confidence in the society. In such an atmosphere of discord and distrust work becomes drudgery, the future uncertain and full development impossible.

With one in charge who believes in the men as well as in the society, who studies them, is mindful of their interests, inspires them, the agent will develop all the hidden resources of his nature. For such a leader he feels a new loyalty, a personal devotion born of the perception of an honest purpose. Through that leader his mistakes are rectified; he learns to understand human nature, to acquire necessary facts, to analyze the situation; he is filled with confidence and courage; his task becomes pleasure; his industry, persistent; his ideals, correct; he works; he studies; he grows, and his growth is the growth of the society.

Intellect is necessary; determination is essential; self-interest, dominant. Heat these in the emotions, fan them into flame with the breath of true loyalty, and that agent can be moulded in perfect pattern.

President Dolph—The next business on the program is new business. It occurs to me it might be well to postpone new business. What is the pleasure of the convention?

Col. Goulden—Mr. President, under the head of new business I should like to offer the following :

Whereas, The insurance press have at all times given a full and accurate report of the proceedings of the National Association of Life Underwriters, as well as of matters generally affecting the business of life insurance, standing ever ready to defend its principles and to advocate its claims. Therefore, be it

Resolved, That the National Association of Life Underwriters, in convention assembled, hereby records its high appreciation of the efforts of the insurance press, and extends its grateful thanks to its representatives. And, be it further

Resolved, That the press of Hartford, the New York Commercial, and other daily papers be, and are hereby tendered a hearty vote of thanks for the able and impartial reports of the proceedings of our sixteenth annual meeting.

The question was put and the motion prevailed.

President Dolph—I would like to ask the convention for instructions as to the discussion of the five-minute topics. Is it the pleasure of the convention that they be taken up? If so, when?

Mr. F. H. Garrigues, Philadelphia, Pa.—The business of life insurance is eminently a peace-promoting business. It

occurs to me this convention should not adjourn without taking action on the remarkable work that has been done by our President, Theodore Roosevelt. Therefore I move you the adoption of the following:



Whereas, It is the purpose of the business of life insurance to ameliorate the conditions of mankind by every proper means and to co-operate in the bearing of one another's burdens; and, recognizing what the promotion of peace means to humanity at large; therefore, be it

Resolved, That we, the representatives of the National Association of Life Underwriters, in convention assembled, desire publicly to acknowledge and commend the course of President Roosevelt, whose efforts to further the conclusion of peace between the warring nations of the world have recently been crowned with success.

Col. Goulden—Mr. President, I move the adoption of those resolutions, and that a telegram be sent to his Excellency, the President, at the present White House, Oyster Bay.

The motion was carried with great enthusiasm.

Mr. Scott—I move that this session be made continuous till the end of business.

The motion prevailed.

Col. Vrooman—May I enquire whether any provision is made for the publication of the essays which have received honorable mention?

President Dolph—No, they are not printed.

Col. Vrooman—Our good friends who wrote those have expended much time and thought in the preparation of these papers, and according to the reports of the committee they must be of value. It seems to me it would be courtesy to them to have them published as a part of our proceedings, and I so move.

The question was put and the motion prevailed.

The following are the essays which received honorable mention, and which are here printed in accordance with the above resolution.

Essay Number 383-2,683 written by Willard H. Lawton, Philadelphia, Pa.

Without loyalty—loyalty to company, to policyholders, to general agent—no agent can be considered as successful in the highest sense of the word. In life insurance, as in other lines, the man who changes employers frequently is apt to be regarded askance. Something must be wrong with him. His enthusiastic advocacy of one company today causes doubt and distrust when contrasted with his equally enthusiastic encomiums of another company last week. The foundation of an agent's success is the confidence he is able to inspire in his own statements. Hence, leaving out the ethical aspects of loyalty entirely, it is a matter of practical bread-winning to an agent to be known as thoroughly loyal to his company.

Such an attitude of mind, however, does not presuppose the mis-called loyalty which admits of no criticism of one's company. No company is perfect, and the obstinate young agent who allows himself to get into a heated argument over the merits of his company may win a reputation for loyalty perhaps, but hardly for tact or common sense. Moreover he is not likely to win the business. Better far to adopt the candid attitude of the old song—

“With all thy faults I'll love thee still!”

Be loyal to the policyholder! He regards you as his representative with the company, he looks to you for honest advice, for redress when things seem wrong. Home office clerks and officials are human; they do not always understand, and sometimes write in answer to honest questions and complaints snappy replies that may seem witty to them but which hurt the recipient. Loyalty to the company requires the agent to uphold its decisions, but loyalty to the policyholder equally demands vigorous protest when he is not being treated fairly. This, however, does not imply that the agent shall uselessly demand from the home office favors that he knows are impossible, merely to give his client the idea that he, the agent, is making a strenuous fight in his behalf. In the first place, it is disingenuous and dishonest; in the second, it will sooner or later shake the policyholder's confidence in the agent's standing with

the home office, to say nothing of the hopeless reputation which the agent will acquire of being a "crank." The agent will best show his loyalty to both company and policyholder by taking the time and trouble to explain why the company's rules are just and fair to all.

Loyalty to his superior in the field, his manager or general agent, may not be absolutely requisite to an agent's success, in the lower sense of that term, but no self-respecting agent can afford to do without it. Loyalty of this type does not mean a blind following of a leader who may be sacrificing the interests of company, policyholder and agent to his own ambition. There is something fine and touching to be sure in the loyalty of Old Adam when he says:

"Master, go on, and I will follow thee
To the last gasp with love and loyalty!"

but the loyalty of the personal servant is not the loyalty demanded of a self-respecting American agent. That loyalty which faithfully carries out the ideas of the general agent, which scrupulously refrains from placing "brokerage business" where the highest commission is paid, save in such exceptional cases as a manager may approve, which turns a deaf ear to the siren voice of the "lightning special" offering a secret bonus for good prospects—that kind of loyalty is what the general agent relies upon as a tower of strength.

Above all the agent should be loyal to the institution of life insurance, pure and simple. Amid the myriad complicated propositions of gold bonds, investments, and what not, he should keep clearly in mind the ideal of life insurance as protection for the helpless and be loyal to that ideal. To forget this, to offer life insurance merely as a possible money-making scheme is high treason. Better sell bonds, stocks or mining shares at once and be done with it!

Such loyalty is needed and should be warmly encouraged in every agent. It will develop in him a strength of mind and will power, a self-respect and confidence that will carry him to the highest success. As an agent he will gain and hold the respect and good will of his company, his clients and his general agent. As a general agent it will make him a power in the community, a strong influence in the councils of his company,

and above all a loyal friend and helper to his own agents. He may never become a millionaire, he may not become famous in the life insurance world outside his immediate circle; but when he retires, or death strikes him down in the midst of his work, his agents and policyholders will ever speak of his day as the agency's golden age; and his company's officers will in the fierce struggle for pre-eminence in future years sometimes look back with a sigh for the loyal support that is gone.

Essay Number 999, written by W. G. Harris, Worcester, Mass.

The desire of men to preserve inviolate the integrity of a corporation with which they are connected, represents faith in the qualities of, and loyalty to the principles of its organization and maintenance. History is replete with examples of loyalty as a factor in the development of the vital principles of religion. Every form of religion has been nourished in infancy and promulgated in maturity by the allegiance and loyalty of its followers. Loyalty is a form of worship bestowed freely on the tenets of the favored creed. Mahomet with his flaming sword, Luther with his theses, Napoleon with his armies bowed themselves before the tremendous growth and expansion of their ideas to which they were so loyal. In our own time what but the unswerving fidelity of a Lincoln to his proclamation, or a Pasteur to his laboratory, or a Phillips to his platform could have achieved the development which later came from their ideas?

Loyalty is the greatest factor in the development of the citizen. The growth of our American prestige has been due to the loyalty of our citizens. Steadfast allegiance to the principle of no taxation without representation has gained for us our democracy. Fidelity to the Munroe Doctrine persuaded the Spainards of the independence of Cuba. Unfailing belief that every man has the right to life and the pursuit of happiness gives us our suffrage at the polls, somewhat shackled at times, it is true, but still a step in the development of the best form of government.

Fidelity to the highest aspirations that beat in the human breast has been observed to be the greatest factor

in the development of the great poets. What but implicit faith in God's omnipotence could have induced Robert Browning to write:

"The morning's at seven,
The hillside's dew-pearled,
The lark's on the wing,
The snail's on the thorn,
God's in his Heaven
All's right with the world."

Where can be found a more conclusive proof of loyalty as a developmental force than in the great business world? The eagerness with which men give and receive credit in commercial transactions is but a form of faith, belief, confidence, sustained by that inborn loyalty to the signature, the word of honor. Behold the wretchedness of misplaced confidence or the betrayal of trust in any business institution!

If then in the broadest sense this loyalty, fidelity, allegiance becomes so important a factor in the intellectual, social, and business world, with what precision and certainty can we apply its principles to the development of this business of ours where company and policyholders, agents and prospects depend so entirely upon each other?

Loyalty is then the greatest factor in the development of an insurance agent because it tends to keep the agent with the company and gives him a permanent income by allowing him to build up a renewal business. We have heard men remark that they would not feel at home in the business if they were obliged by circumstances to solicit for other than their own company. Investigation has proven in nearly every case that the agent has built up for himself a clientele of admiring and respecting policyholders, who seek his advice on insurance questions and give him their business. What other factor than the loyalty of the agent through a life-long service to the company could have established such a competence for his later life? Where can the agent be found who has shifted from one company to another many times and has kept his self-respect or his renewals? So much for loyalty on this point.

Again, a consistent line of argument in displaying the

advantages of a contract creates a confidence among patrons which is of invaluable consequence in securing reinsurance from old policyholders. The agent is developed by being successful, and his success depends largely upon his fidelity to the company.

Many agents permit their company to be criticised by unreasoning competitors and either through incompetence or disloyalty fail to maintain the truth about the advantages which their company possesses. Here their disloyalty works them and their company much harm; the company, in the sense that half truths are construed in its disfavor; the agent who has failed to maintain his self-respect before his prospect.

Much has been done during the past few years to develop loyalty among the agents of all companies. Organization among the agents of each company. Organization among the agents of each city. And finally organization among the agents of the whole country. A very pertinent testimony to loyalty of the agents and managers of this country is this gathering of the National Association. What it means as a developing factor can best be understood by realizing what the association has done and is doing now. Whatever the Round Table meant to King Arthur and his knights depended upon the loyalty of the chief and his henchmen. Whatever the Union means to each state depends upon her fidelity to the bond. Whatever of honor, permanency of income, peace of mind an agent may enjoy depends on his allegiance to the company of his choice and his almost infinite capacity for taking pains.

Inasmuch as a life insurance company requires the aggressive salesman where the retail store has the peaceful clerk behind the counter, there must be a type of loyalty in the former which is far different from the type found in the dry goods clerk. Successful salesmanship demands enthusiastic confidence in the article for sale. Loyalty is but another expression for this confidence and as such becomes at once the prime factor in the development of the agent. The clerk at the counter acts as party to a bargain, the agent on the other hand creates a desire for the article and shows which article is best for the consumer's needs.

Never in the growth of large financial enterprises has

so much depended upon the steady, faithful effort of the representative as at the present time. Never in the history of the life insurance agent has so much depended on his tenacious loyalty to his company as now when competition is so keen and temptations are so strong to serve the company that temporarily offers the largest remuneration.

Essay Number 6,505, written by George M. Herrick, Chicago, Ill.

Loyalty has always been the watchword of true progress, and the basis of sterling character. It is an essential principle. It is an indispensable virtue. It is an unfailing test of integrity. It is a primal requisite to a symmetrical life. Loyalty to country, to the demand of civic virtue, and the high ideals of citizenship—this is patriotism. Loyalty to wife, to family, to friend—this is essential to true love. Loyalty to the call of God and to the Divine impulse within us—this is religion. The disloyal man is a degenerate.

What relation has this element of loyalty to the normal development of a successful agent?

The agent must be loyal to his profession. Without an intelligent conception of the value of insurance to the home and to the commonwealth, and of its exalted position in the field of human economics, he has no adequate basis for loyalty nor even for effort. With such a conception, constantly growing clearer as his experience in the business widens, his loyalty will increase and his efficiency be multiplied. When an agent contemplates the far-reaching influence of the work which commands his efforts, how can he fail to be loyal to its history and to its progress? He is connected with an institution whose beneficent results reach millions of homes and directly concern a large portion of civilized mankind. It offers a motive for thrift; it inculcates habits of economy; it acts as a check to waste and extravagance; it peers beyond the fleeting present into the dim vistas of the uncertain



future. It smooths the thorny path of the aged; it soothes the pillow of the dying with its certain promise of blessing to the dear ones he is soon to leave; it sends its radiant beam of sunlight and cheer into the widow's desolate home; it dries the orphan's tear and provides him support, education and comfort during his dependent years; it banishes the grim spectre of penury and want; it is the ever present reminder of one whose earthly voice is stilled, but whose thoughtful care threw forward its luminous ray to brighten the darkness of coming days.

The agent must be loyal to his company. He owes it his undivided allegiance. Its reputation and prestige are largely in his keeping. Men judge the company by its representative. If he finds after thorough trial that he cannot recommend its policies and its business methods and cannot refrain from criticising its management, his fair and just course is to sever his connection with it, and to enter some service to which he can give his loyal support. Successful salesmen are not apologizing for their goods. Contracts which appear narrow and illiberal may upon closer study be found to be based on the most conservative and scientific principles of life underwriting. It is an excellent practice for the agent who is a careful student of insurance to meditate often upon the fact that a company is in business not for the advantage of one man nor one class of men, but for the best interest of the entire body of policyholders; that it is dealing not with single units but general averages. By this broad and comprehensive view he gains a clearer conception of the high character of its work; and if he knows from experience that his company has wisely and carefully guarded these precious trusts committed to its keeping, his loyalty will be enthusiastic and unquenchable.

The agent must be loyal to his client. Especially in these days of "frenzied finance," when wide-spread questionings are arising and public confidence is being shaken, the agent is confronted by a serious, not to say a solemn duty. He is to allay unfounded fear, to restore faith in the fundamental principles of the business, and especially to guide the insurer in his wise selection of companies, and in the kind of insurance suited to his re-

quirement. The conscientious agent will rejoice as he finds himself gradually coming to stand in the relation of "counsel" to his clients. He will cherish and promote this confidence as one of his most valuable assets. This loyalty to the interests of his clients will restrain him from the vicious practice of twisting and rebating, for the interest of one is the interest of all. Familiar with the principles underlying the business, he will know that his client cannot without decided disadvantage drop an old policy in a reputable company to replace it by a new one. A reputation for fairness in this regard, coupled with acknowledged ability in wise and unbiased counsel, will rapidly advance him in the esteem of his clientage.

Finally, the agent must be loyal to himself. We are not unduly to exalt the practical effects of loyalty; we must remember also its ethical and subjective side. In the work of insurance the highest ideals are none too high, both because its operations are of the most sacred and delicate character, and because in the severe stress of modern methods the temptations to crooked practices are constant and strong. It requires a sturdy moral purpose to meet unrighteous competition, and to write in the face of it a legitimate business. It demands a healthy conviction in the eventual triumph of right to keep from becoming cynical. The average agent is often tempted to brand the average prospect as a more than average liar; but if he indulges this tendency, he will tinge his entire life with a dark cynicism which precludes success. Patience, tact, unfailing courage, love of work, accurate study of conditions, faith in humanity and in God—these are essentials in our business; and he who is loyal to himself will, by cultivation of all these qualities, keep himself in the best possible condition to meet emergencies, to surmount obstacles, and to realize ideals.

Mr. Wyman—Mr. Chairman, there are two very important business matters it seems to me we have overlooked that should receive the consideration of this convention. One is the question of the subscription for our annual report. At the convention at Indianapolis we took up this question and a large number of subscriptions were secured. It would seem to me that should be considered.

President Dolph—It will be considered.

Mr. Wyman—The other question is as to the extension fund, which has now reached the liberal amount of \$1,600 I think. It would seem to me that the associations which have not subscribed should be given an opportunity to add to this fund, in order that this good work may go on without our being handicapped next year. I beg leave to call the attention of the convention to these two matters.

President Dolph—I would say to the convention that undoubtedly gentlemen are in this hall now prepared to respond to the five minute topics, and under the circumstances we should not slight them in any way. It is apparent that if the topics are taken up and discussed as fully as they have been we shall be very late in concluding our business, and I am particularly anxious that no discourtesy of any kind should be shown these gentlemen.

Mr. Wood—Mr. Chairman, as one of the gentlemen who came prepared I should like to give way. I will pay a fine if you will relieve me. [Laughter.]

Mr. M. H. Goodrich, Baltimore, Md.—As one of the victims who were called to respond to the various topics, I also say I shall be very glad to be excused from appearing on the platform. The five minute topics that have been discussed ~~were~~ very entertaining, and perhaps instructive. Possibly that may be so with some of those who have prepared papers (including myself) on the remaining topics. I believe they should be part of the published report. I think, perhaps, it would be more than satisfactory to have those papers which have been already prepared placed in the hands of the secretary and save the convention the time of listening to them at the present time, and if they care to they can read them in the published report.

President Dolph—I would like to have the motion amended, if it is fair for the chair to make a suggestion, and I don't know whether it can be just at this time. However, what I had in mind was I would like a vote of thanks to be given to the gentlemen who prepared these papers, and instructions that they appear in the printed proceedings, because you must remember that there is a larger audience than the one present, which will get the benefit of these papers.

Col. Goulden—Mr. President, being in the habit of offering motions for leave to print, I make that motion, that the gentlemen be given leave to print, those who have prepared or will prepare papers, and that the thanks of this convention be tendered to those gentlemen for their heroic efforts to write out and prepare something to print.

The motion was seconded.

President Dolph—Before I put the motion, it also occurs to me that some of the gentlemen might have come here simply prepared to speak to those topics, but not with prepared papers, and I would ask them if they will kindly sit down with a stenographer and permit the convention to have the benefit of their thoughts upon the topic for which they have prepared themselves.

The question was then put, and the motion prevailed.

In accordance with the foregoing resolution, the following contributions were received by the secretary:

W. M. Wood, Pittsburg, Pa.—“The Possibilities of Development in the Business of Life Underwriting.”

It is to be presumed that the committee in assigning to me the topic “The Possibilities of Development in the Business of Life Underwriting” meant that I should discuss it from the agency standpoint.



In my opinion the possibilities of the business might be summed up in one word, unlimited, or at least it is only limited by the capability of the agent.

There is no business within my knowledge offering such an extensive field as that of life insurance, it requires no money capital to start with, but it does require brains and the ability and willingness for hard work, one equipped with these two qualifications can start out with the assurance of some sort of success, just how much depends entirely with the man—or with the woman—for we have come to learn that women too are successful in the life insurance business.

It used to be said that when a man fails at any other calling, he gets into the life insurance business and I have often remarked when hearing this "Yes, and then gets out again," for successful life insurance men are men who would succeed at almost anything they turned their hand to.

We have in our city of Pittsburg some of the most successful life agencies in the world and all of them have been started in a very small way and have grown to their present proportions through hard work and persistent effort. I might mention one agency which pays its company for more than \$15,000,000 of new business per annum and with renewal premiums on its books of upwards of two millions of dollars.

Not so many years ago nerve or cheek was considered one of the most essential qualities for the development of the business of life underwriting; not so in these days, rather to the contrary; a cheeky agent will not be tolerated, much less become a success. I would say that the most needful qualification for successful development is tact. Tact often turns defeat into victory; a tactful agent will get interviews where one without tact will fail.

System is another necessary qualification for the successful development of the business of life underwriting; our best agencies have been developed by system; I would rather have an agent who would work two hours a day systematically than one who would work faithfully all day long without any system; writing life insurance is a good deal like going fishing; one man will fish a half hour and get a good mess, while another man will fish all day and scarcely get a bite.

The little daughter of a doctor was asked if her father still practiced medicine, and her reply was, "Oh! dear no, he practiced for a good many years but he knows how now."

The real life insurance agents know how.

The development in our great business must be steady, not spasmodic, each year better than the former, one must develop one's self in order to develop his business. Another thing, which must not be overlooked; be honest, absolutely honest; be honest with your prospect; be honest with your policyholders; be honest with your company; don't swerve from this in the slightest degree;

one of the best possible assets in the development of the life insurance business is a good reputation—it is your capital; it is the one thing needful; without it you may as well turn your business over to someone else.

Who are the agents who have been writing business this year when the business has been under fire? It is the men who have established reputations, and who in spite of all attacks have retained the confidence of the public.

Another help in the development of the business is to keep in touch with successful men; many a useful hint is obtained in this way; one of the best ways to do this is through the life underwriters' associations; attend every meeting possible; go to the national convention, the dividends to be obtained are large; there you will meet with the top-notchers; and it is impossible to meet with such men without absorbing something that will be of use in the development of your business.

I have been a member of our local association for eight years; I have been their secretary for seven years; I have attended every national convention during that time; I have labored in season, and out of season for the up-building of the association; but I have been selfish in the matter for I have myself received the greatest possible benefit from this work.

In a word, the development of our business is dependent upon, first an average amount of intelligence, then hard work, tact, system and honesty; other qualities are no doubt desirable, but if the foregoing suggestions are faithfully followed, some of the possibilities in the development of the business of life underwriting will be attained.

Marcellus H. Goodrich, Baltimore, Md.—“What Qualifications Should Be Considered Indispensable in a Candidate for Membership in a Life Underwriters' Association.”

Mr. Chairman, Ladies and Gentlemen of the Convention: When your chairman of the committee on topics requested me to open the discussion of the fourth topic on the program, viz.: “What Qualifications Should Be Considered Indispensable in a Candidate for Membership in a Life Underwriters' Association,” it did not occur to me that it would be necessary to give the subject very much thought.

Inasmuch as the object or aim of a local underwriters' association is to cultivate a more intimate acquaintance and friendly relationship among the members, and thus enable them to co-operate in an endeavor to eliminate the evil practices that have attended the growth of the business, it would seem that every man and woman en-

gaged in the profession should be considered eligible to membership.

On reflection, however, one will soon discover that such broad-minded liberality is not practicable.

The time allotted (five minutes) to each one for the discussion of this topic gives little opportunity to go into details, therefore, I will state briefly my own conclusions (with which doubtless many of you will dissent) and leave it for those who follow, to point out where I am in error, and at the same time, better and more clearly



define the "indispensable qualifications."

The first essential qualification, I believe, is, that the member represent a legitimate life insurance company; you know what I mean; a level premium, old line company, that is fairly entitled to the respect and confidence of insurance officials, fieldman and the public.

The man who connects himself with one of the too numerous class of companies or associations that operate under questionable plans or methods which must eventually in disappointment to patrons and the shattering of the confidence of the community in life insurance to some degree, should have no place in a life underwriters' association.

The members of the association cannot pretend to respect the company he represents; he surely is not comfortable and certainly he is not useful to the association. Much more might be said on this line.

The second essential qualification is, to my mind, a reputable man; one whose character and personality entitle him to the respect of his fellow members and the community in general; but, one member may not or should not be expected to measure up to the standard of

some other member who is hypercritical in his requirements.

If the righteous only are to be admitted, then I fear that the membership of some of the associations is too large already.

I may be permitted to suggest that a life underwriters' association is neither a school of reform nor an exclusive social club; it is, in fact, in part, a combination of both and more, and so long as evils exist in relation to the character of insurance companies, or their method of doing business, either as to officials, general agents, superintendents or fieldmen, our organization, composed of members that measure up to the standard indicated, will continue to be a necessity to the insurance world.

Edmund R. Ward, Pittsburg, Pa.—Mr. President, Ladies and Gentlemen: "What Qualifications Should Be Considered Indispensable in a Candidate for Membership in a Life Underwriters Association."



Let me answer in one word, character; and by character is meant something which while difficult to define, is very real, I might say almost tangible; it is what is demanded in the president of a bank, in the teacher, and in the college professor; it is what society demands in the judge in the court of justice; it is what society demands of the clergyman at the altar.

Character means that a man shall square by every just measurement of civilized society; it means self-respect, with respect for the rights of others; it means honor, and a clean life.

In that splendid code of ethics given by old Polonius to his son Laertes, which is unequalled for brevity and wisdom, he puts at the very head and front, character.

In life insurance, ladies and gentlemen, it is our duty to demand that a candidate for admission into our association shall be a man of character. The man who enters into an agreement with me, to fulfill a trust to my widow and orphans is making a sacred contract, and he

should be a man of sound judgment, good character and well versed in his profession.

The banker must be skilled in finance; the judge must be trained in law; the teacher must have something to teach, and the clergyman must be trained in religion, and in like manner on this foundation of character; the agent must be trained, and a lawful member of his profession.

An underwriters' association should be so conducted as to aid in raising the moral standard of our business, but only to that degree in which it is careful in the selection of its membership, will be successful. The member who lacks character, exerts an unholy influence upon those about him, lowers the moral standard of the association, and creates in the minds of the laymen an impression that the whole business is degraded to the level of the bad agent.

The man who draws an advance from the general agent who teaches him the business, then when he has learned enough about it to enable him to make money, leaves that general agent and goes to another without first repaying the advance to the man who taught him the business, and was his benefactor, should not be admitted to membership in a life underwriters' association. "An honest man is the noblest work of God"; therefore, I shall not attempt to fully define him; but my candidate must be commercially honest enough to pay his honest debts, and especially the advance made him by the general agent who went to the trouble and expense of teaching him the business.

A life insurance company to be successful must be careful in the selection of its risks; so a life underwriters' association, to be successful, must be careful in the selection of its membership.

John W. Schell, Philadelphia, Pa —Mr. President and Gentlemen: "What Qualifications Should Be Considered Indispensable in a Candidate for Membership in a Life Underwriters' Association?"

Before attempting to give an answer to this question, I would ask you to note the condition of the life insurance business previous to the starting of these associations and what have been considered the necessary qualifications for membership in the past.

If we can believe the reports which have come down to us, nearly every man then connected with the sale of life insurance was an Ishmaelite. "Get business," was his



motto, whether by fair means or foul, no matter, and if he failed to get it he did not fail to so blacken the reputation of every other agent and company that the prospect came to believe like the psalmist that "All men are liars."

The selling of life insurance as a business had sunken to such a low level that the very name of life insurance agent had become one to be sneered at. It was at this critical stage of the business that a few of the better agents

joined hands for the correction of these gross evils and organized the first life underwriter's association.

Their task was one almost herculean, and it was justifiable that they at that time admitted very few besides general agents, and those only after the most searching inquiry as to their character and the character of the company they represented.

With the condition of affairs which then existed even the most sanguine were skeptical of accomplishing much and it is not surprising that they had failed utterly to conceive the great possibilities for good of life underwriters' associations. But, as the years went on and it was found that the lamb could lie down with the lion without fear of being eaten up, efforts, I believe very weak ones, were made to increase their numbers by trying to get more general agents, those who were congenial and who had never been very aggressive to become members.

Taking into account the small field in which they have tried to work it is indeed remarkable what great results have been accomplished. I use the term small field, because no apparent effort has been made to get into these associations all the general agents and least of all effort has been made toward getting into them the real, live, active force it is necessary for them to control, viz.: the men in the field. When I say that every general agent

has under him ten or more fieldmen, I think it is well within the average, so that we witness the strange spectacle of an army of generals and but few privates; and yet it is these very privates who are causing nine-tenths of the trouble life underwriters' associations are trying so hard to remedy, and without whose co-operation at most, but partial success only can be attained.

But a new era has dawned, and it is now generally admitted that the work of life underwriters' associations will not be fully accomplished until every man carrying a rate book and representing a legal reserve company is enrolled as an active member of an association. It is the dawning of this new era which has brought forth this question, "What Qualifications Should Be Considered Indispensable in a Candidate for Membership in a Life Underwriters' Association?"

I believe the mission of life underwriters' associations are not unlike that of the Christian church in the sense that they should be organized for the purpose of converting the bad man into a good man, or at least into a better man. The prime requisite today for membership in the Christian church, is an open declaration on the part of the individual that he at least is going to try to live a better life, and he joins the church, not that this act alone will make him a good man, but that he may have the power of a good example always before him and enjoy the benefits of meeting men who are known to lead upright lives and profit by their example. It would be a strange church today, which would restrict its membership to those only who are perfect, and it seems to me it is a strange life underwriters' association which restricts its membership to those only whose past conduct from an insurance standpoint has been absolutely above suspicion. The fundamental principle of the church today is to save that which was lost, and the fundamental principle of life underwriters' associations today should be to gather within their folds every man connected with the sale of old line life insurance. Until such principle becomes a living fact we cannot expect rebating, twisting and maligning to become obsolete. I am firm in the belief that we can do more with a man in an association than out of it, and it seems to me here is our opportunity to show just what these associations are good for. So,

in order to accomplish this hoped for result, viz.: the elimination of the rebater, the twister and the maligner, the only qualifications I think necessary for membership in a life underwriters' association, are, first and above all, a good character, and I use it in the sense in which Webster defines it, "One possessing those qualities which are esteemed and respected and which are ascribed to a person in common estimation." Second, that he represent a legal reserve company whose solvency is unquestioned. Third, that he shall have served a probationary period of not less than six months in the field as it will generally take this length of time to find out whether a man has a true love for the life insurance business, without which no man will permanently continue in it. I would not make this period over six months because I believe many men who now become discouraged would take renewed hope, have a more exalted idea of the business and ultimately succeed if they were quickly brought into personal contact with the best men connected with the life insurance work and these men will be found to be connected with life underwriters' associations.

Fear has been expressed that we will by letting down the bars which up to this time have been, in my judgment, placed entirely too high, get in more men than the associations can assimilate, but I doubt whether the time will ever come when men will stand at the door of our associations and beg for admission. At least "let us cross that bridge when we come to it."

From my experience, instead of men crowding each other to be at the front in association work it is the hardest duty devolving on the president of a local association to get men who will conscientiously perform the smallest of duties. I believe the infusion of this new blood into our associations will work wonders.

The healthiest societies of which I am a member are those where men seek the offices and where they are given out as a reward for faithful work done instead of the society being compelled to re-elect the same officers year in and year out because no one else can be found who will serve.

May the day soon come when election night in a life underwriters' association will bring out every member in

good standing and I predict that when that day does come, as come it will unless we sit supinely by with hands folded, the public will have a better opinion of us as a body and we will then be able to sell more life insurance and policies better adapted to the insured's needs because in competition every agent will have for his motto that which should be our motto, "Do unto others as you would like others under similar circumstances to do unto you."

R. A. Clark, Pittsburg, Pa.—"The Possibilities of Development in the Business of Life Underwriting."

The possibilities of the business of life underwriting are beyond the power of any man living to comprehend and determine. Life insurance is not a present day fad or a passing fancy, or a society craze, nor is it limited (like some silly women's calling lists) to the people who ride in automobiles. Life insurance is the product of our modern civilization. In the dawn of civilization the interests of the family and the individual were lost in the overshadowing interests of their Feudal Lord, and always sacrificed to his advancement, welfare, safety and existence. In times of peril the Feudal Lord gave forth the order:



"Sound the tocsin from the tower,
And fire the culverin.
Bid each retainer arm with speed,
Call all my vassals in."

And it was done as ordered, for the safety as well as the triumph of the Overlord. His happiness and protection was the chiefest aim and joy of all his vassals. But by and by there grew up a feeling among his vassals that there was something more than loyalty and devotion to the interest of the Overlord, and a feeling arose in the mind of the vassal that he was an individual with rights and feelings and impulses just as real, and just as sacred as those of his Overlord, and later this feeling took hold upon the masses and made itself felt among them, and

out of it came that cornerstone of our modern civilization, the Magna Charta.

This splendid champion of individual rights brought with it the first idea of the home as a unit of society, and out of it grew the idea that "a man's house is his castle."

When this idea took firm hold upon the individual he immediately took steps to strengthen, and defend, and protect his own castle, rather than that of his Feudal Lord. With the growth of the home idea came the spirit of liberty, fraternity and equality, which forms the fabric of our modern society. With greater freedom came finer sensibilities, a greater love of kind, and a desire not only to protect their kindred while with them, but to provide for their protection and wants after they had passed away. One day a wise one suggested a system of co-operation by which those who remained were to provide for the loved ones of those who passed on before, and thus was developed the germ of modern life insurance.

It has taken two thousand years of struggle and warfare and bloodshed to bring human hearts to the full realization of the value of a human life. Such has been the evolution that has brought us our splendid system of co-operation to protect the home, commonly called life insurance. If this has been the outgrowth of two thousand years of evolution of the human heart, think ye, brethren, that it will ever retrograde or become obsolete? Never, so long as men live and labor and die for those they love. A timid brother asked me recently if I thought life insurance would be ruined by the recent investigations. I said to him, "No, dearie, no." I told him that human institutions reflected the weaknesses of the human beings who managed them, and therefore there would and must be investigations, upheavals, and removals, but life insurance must and will go steadily forward.

Why? Because the world must have life insurance. I recently sat on the deck of a steamer several hours each day watching the path of the vessel with its many windings and turnings, and queried why a skilled pilot could not guide the boat in a straight course in an open sea and with fair winds. But on reflection it occurred to me that if I could stand on the lighthouse at Sandy Hook and look across to the lightship at Queenstown that all the curves and turnings would be obliterated and the

vessel's path would be reduced to a straight line. Such will be the path of legitimate life insurance when viewed by the perspective of twenty-five years hence, or fifteen, or even ten years, if you please. It is not within the scope and volume of any man's brain to predict the future of life insurance, and the nearest we can approximate to it is to reflect on the wonderful development that has taken place within the past ten years.

With love as the pole star and loving hands to man her, the grand old ship of life insurance will sail serenely on, and never lower her flag or furl a sail, so long as there are loving hearts to cheer or weak ones to aid in the struggle of life.

President Dolph—The next business is the report of the nominating committee, and I would ask the chairman to step to the platform.

Mr. Wood—Mr. President and Gentlemen of the Convention: I have the honor and great pleasure to present the following report:

President: Charles W. Scovel, Pittsburg, Pa.

First Vice-President: George Benham, St. Louis, Mo.

Second Vice-President: F. E. McMullen, Rochester, N. Y.

Third Vice-President: R. F. Shedden, Atlanta, Ga.

Secretary: Ernest J. Clark, Baltimore, Md.

Treasurer: Eli D. Weeks, Litchfield, Conn.

Executive Committee: Three years—C. W. Orr, Fort Wayne, Ind.; R. L. Foreman, Atlanta, Ga.; W. R. Noble, Louisville, Ky.; J. A. Wellman, Manchester, N. H.; Wm. Van Sickle, Detroit, Mich.; George L. Root, Peoria, Ill.; H. E. Aldrich, Des Moines, Ia.; George Benham, St. Louis, Mo.; W. M. Wood, Pittsburg, Pa.; John Steele, Lincoln, Neb. In place of Dr. S. L. Fuller for one year to run, D. M. Baker of Chicago.

Mr. Scott—I move that the rules be suspended and that the secretary be instructed to cast one vote for the election of the gentlemen just named.

The motion prevailed.

Mr. Wood—Your committee might mention that those nominations were unanimous in every case.

The secretary then announced that he had cast the ballot as instructed, and the gentlemen were declared

elected by ex-President Dolph, who requested Mr. Schell of Philadelphia, and Mr. Van Tuyl of Minneapolis to escort the newly-elected president to the platform. This having been done, Mr. Dolph said:

Ladies and Gentlemen, Mr. Scovel: On behalf of this convention I desire to welcome you to your new office. In a very few words I would like to say that I believe, Mr. Scovel, that this association will recognize that they are under obligations to you for your acceptance of this position, because I believe we all realize the sacrifice and the importance which is placed upon the position. I would like to say, however, that when your year of service is ended (I speak from experience) you will feel grateful to this convention for the honor they have conferred upon you. I further would say that I congratulate you particularly at this time because of the great honor that is presented to you and to this organization for the work before it. In presenting you with this gavel as the emblem of your office, I predict that this organization will go on to greater accomplishments than it has ever seen before.

Mr. Dolph then gave the gavel to Mr. Scovel, who took the chairman's position on the platform, and addressed the convention as follows:

Mr. Dolph, Ladies and Gentlemen, Sisters and Brothers of the Life Insurance Profession: I do not have to wait until the end of the year in order to feel both honored and gratified beyond any power of my words, or of any words, to express. I can only look around this assembly into the beaming countenances, the cordiality of which, I cannot but feel is of the type of that smile that doesn't wear off, because it goes clear down to the heart. That is the kind of smile, as I hope everybody realizes, that is on my face and clear down to my heart. It would be impossible for this work to be done at all successfully without this complete cordiality in the personal confidence and actual co-operation of every member. That above all is what I wish to bespeak for the new administration throughout the year.

I do not at all regard the most honorable and complimentary election as in any sense a personal tribute or compliment. I feel that is paid mainly to the Pittsburgh

Association, which I have had the honor of representing on this floor with others for a number of years; the Pitts-



burg Association, which was the first in the country to follow Boston's good example and start the movement through the country, out of which the National Association has come; and which has never asked for, or received, any of the more important offices of this association. In the name of the Pittsburgh Association I desire to thank you for this recognition.

I am gratified to have the new administration begin at the city of Hartford, which has been for so long such a great center of insur-

ance influence throughout the country. If that which begins here today can be, in its small way, anything like as successful and as complete and as free from flaw as have been the other insurance influences emanating from Hartford, I shall be indeed proud at the close. [Applause.]

Nothing in the nature of a speech is, of course, expected from the incoming president at this time, but I cannot refrain from saying one thing: I have noticed at this convention that the readiest and most universal applause, among all the kindly marks of approval that have been bestowed upon the many good things that have been said, has come at every time when the spirit of brotherhood, the duty of standing shoulder to shoulder in defence, was brought out pointedly. Repeatedly it has been the case that, when there has been mention of that phase of our work the solidarity with which we, as the people who know about things, must stand together to make things clear when misunderstood and to defend things when misrepresented, it has awakened a ready and immediate response all over the house. In this particular period of insurance history, this critical period, such standing together must be our particular duty and pleasure. And so, for this year's motto of our association, I would like to give the old cry of the Three Guardsmen: "Each for all, and all for each." Again I thank you. [Applause.]

Mr. J. R. Nutting, Atlanta, Ga.—Mr. Chairman, I learn

that Mr. Benham, who has just been elected first vice-president, is not in the hall. The second and third vice-presidents are here, and I move that they be escorted to the platform.

The motion was carried.

President Scovel—I will appoint Mr. Nutting and Mr. Brown of Pittsburg to conduct Mr. McMullen to the platform, and Mr. Herrick of St. Louis and Mr. Durham of Philadelphia to conduct Col. Shedden to the platform.

This having been done, President Scovel continued: It is a great pleasure, ladies and gentlemen, to introduce to you today the second vice-president, whom I have long had the pleasure of knowing personally, and whose work in his own association has been known far beyond the confines thereof and whom I know you will find to be a most valuable factor in the work of the association this coming year. Mr. F. E. McMullen of Rochester.

Mr. McMullen—Mr. President, Ladies and Gentlemen: I cannot imagine what could have prompted the nominating committee to select me for this office, unless it



was in recognition of the work our thriving association has been doing in Central New York. Certainly I would not expect the honor and I am a little afraid at the end of the year you may feel as the New England farmer I heard about a short time ago. It seems he was leading an ox across the field and he came to a pair of bars—those big rails like they have in New England—and he could not let down the bars with one hand, nor did he want to release the rope, so he thought the matter over for

a minute and finally decided to tie the rope around his body. He did that, and as he commenced to let down the bars the animal started in the other direction and dragged him a mile or two over stone fences and bumps and rough places before he became untangled from the rope. His neighbors saw the accident, came out and gathered around him, and finally when he came to, one of

them said: "Well, Smith, what in the world did you tie that rope around you for?" He said: "Well, I'll tell you; I hadn't gone but a little ways until I saw my mistake." [Laughter.] Perhaps it may take you a little while before you see your mistake.

I understand from my predecessor that this position involves considerable work. If I can delegate that to somebody else and have the other fellow do it I think I shall be quite successful. I think our president will keep me going perhaps.

Now, ladies and gentlemen, I beg you to believe that I am profoundly sensible of the honor conferred upon me and particularly upon our association in Central New York, and I beg to assure you that I will bend my best efforts to this work, as I thoroughly believe in the work, and I shall do all in my power to help build up and extend this magnificent influence. I thank you. [Applause.]

President Scovel—In this great country there is no longer North or South, and even in this convention there is no longer any East or West. It is my great pleasure to welcome and introduce to you as one of the vice-presidents, the third vice-president for the coming year, who represents among us the great southland in which our work, we hope, is more and more to be extended, Col. Robert Shedden of Atlanta, Ga.

Mr. Shedden—Mr. President and Gentlemen of the Convention: All these nominations are surprises, so each gentleman who has preceded me has said. Mine certainly was, because I got in this morning at one, and did not wake till half past eight this morning, and found myself nominated for third vice-president. I simply wish to thank the convention for my section of the country, and take it for granted that this second election from our association in Atlanta means that we are to have a permanent position as third vice-president for all future time. [Laughter.] I know that my fellow general agents at home, members of the most active association south



of Baltimore, will feel the honor. I have nothing to say further, and will take advantage of Mr. Goulden's five minute resolution and print the balance, and let you have it later. [Applause.]

President Scovel—It takes no introduction to present to you for the second time the incumbent of the office which we are all so delighted he has consented to accept, our newly-elected secretary, Mr. Ernest J. Clark of Baltimore. [Applause.]

Secretary Clark—Mr. President, Ladies and Gentlemen: I am laboring under a conflict of feelings at the present time. In the first place I am not insensible to the honor which you have conferred upon me. In fact I consider it a double honor, having had the privilege of serving you this past year as secretary, and having my work approved by re-election to the office. It is indeed an honor for any man to covet to be selected an officer of this great organization. And yet on the other hand I know the responsibilities of the office, and the sacrifice that its labors require in order to conduct it as it should be conducted that the greatest service may be



rendered by this rapidly growing organization to the insurance world. One year ago in Indianapolis I did not realize what was before me but I know now what is before me. The past year's experience has taught me. And the coming year is naturally going to be very much busier than the past as our organization is almost 50 per cent. larger in membership than it was eight months ago. However, I shall endeavor to do my best for the National Association and make this coming administration with its newly-elected president and official staff, the greatest in the history of the organization. I thank you again most heartily for the honor. [Applause.]

President Scovel—And what shall I say in introducing "the grand old man" of Connecticut, whose name is designated in weeks, whose service to this association already runs into decades, and whose life we hope will be

numbered by the centuries, whom we again welcome as the treasurer of the National Association. We cannot honor "Uncle Eli" any more than we have done by holding this convention here. [Applause.]

Three cheers were given for Mr. Weeks as he came forward to address the convention.

Mr. Weeks—Mr. President, Ladies and Gentlemen: This is the eleventh time that you have seen fit to honor me and the Connecticut Association through me. I do



not know that I am entitled to it. I do not know that our association is entitled to it. I think it must be getting a little monotonous to bring me up time after time to accept this position. If you remember one year ago at Indianapolis I advised you, in my remarks there, and tried to impress upon you to put forth an effort to increase this organization. I think you have done it well through our president and secretary, and vice-presidents, and I think they are entitled to a great deal of credit

at this time. One year ago our association included only thirty-one local associations. Today I think they number forty-five. So, gentlemen, you can see the work that has been done. We have come to Hartford with the largest representation we ever had. One year ago I urged you to come here. I am glad you have come. I hope you have had a good reception. If you have not I do not know that we could do anything more. We have done everything for you, and I hope you will all go away satisfied. [Applause.]

Mr. Durham—If it be in order I would like to offer the following resolution:

Whereas, The National Association of Life Underwriters has had a most prosperous year under the present administration, and has increased largely in usefulness and in the number of local associations enrolled; therefore, be it

Resolved, That we tender to the retiring officers, and to those who continue as well, our thanks for their untiring efforts in the interest of the

National Association, and trust they will find their reward in the consciousness of personal duty well performed.

The motion was carried by a rising vote.

Mr. Van Tuyl—I ask consent for the introduction of one resolution, and after reading it I want you to indulge me just one moment:

Resolved, That the executive committee be requested to consider and to report to the next convention a resolution embodying the suggestion in the report of ex-President Dolph regarding the relation between the National and Local Associations; such resolution to specify qualification for membership in the local associations and also some method of controlling in a general way the work of local associations, and obtain uniformity.

I wish to move the adoption of that resolution, and in regard to it I wish to say just one word. There is no subject which more deserves the careful thought of the executive committee and of every member of this convention, and of every member of every local association in the United States than the question of any method which will raise the character of our membership. Every man who is a member of a local association eligible for membership in this body ought to be first, a representative of some company which is thoroughly entitled to confidence and respect; and second, he ought to be personally a gentleman and a man of honor. Now I am perfectly willing to commit that subject to the executive committee, but I do wish the executive committee could be asked to bring in a resolution which should carry out the suggestion of ex-President Dolph and do what we can in a general way to raise the character of our membership.

Mr. Dolph—I rise to second the motion, and in order to dispose of it quickly I will simply add the fact that I have been consulting with the mover of the motion, and I feel partly responsible for it on account of the report which I originally made. It does seem to me that the executive committee can with very great advantage not only survey the question which has been presented but even go further than that and consider the question of making the local associations active. Some of them are not active. Some of our associations hold practically no meetings. No effort is made to work, and necessarily

the members of those associations will report throughout the country that the association movement is not a success. That is their conception of it. And so I feel that the executive committee could work out a plan that would keep all the local associations working at least and that I think is the more important problem for the executive committee.

The question was then put and the motion prevailed.

Mr. Cochran—Mr. President, this is a season of investigation and inquisition. I would like to ask if it is not possible that our honored treasurer has a report to make. According to one of the papers he has \$20,000 in our treasury. I have been congratulated several times on that fact while I have been in Hartford. I know he is hunting for it. I have seen him figuring a great deal, and as a matter of information I would like to discover where that balance is. [Laughter and applause.]

Treasurer Weeks—Mr. President, I would like to say in reply to the gentleman that I have heard on pretty good authority that Mr. Cochran had the printer's devil out the night before, and he didn't know what he was reporting in that paper. [Laughter.]

Mr. Farley—Mr. President, I think that this is the most auspicious time for this association to voice a sentiment, which I am sure you all entertain, and that is, a hearty vote of thanks to the Hartford Association for the generous, yes, I might say glorious entertainment they have given the National Association in convention assembled for the sixteenth time.

President Scovel—I presume it will not be objected to if the Chair suggest including the citizens of Hartford who personally and through their automobiles have contributed so much to our entertainment. [Applause.]

The motion prevailed.

Mr. Dolph—It is suggested by the photographer that immediately after we adjourn we go to the state capitol and have a photograph taken there. The photographer says the sun is so bright this morning in the street here that he won't be able to get a good picture, and I think it would be as well to ask if you agree to that proposition, so that the photographer will be ready. I move that the members of the convention, when we adjourn, proceed to the state capitol to be photographed.

The motion prevailed.

Mr. Scott—Mr. President, there are two matters that were referred to incidentally that should have our attention.

Mr. Plummer—Mr. President, I think we are all agreed that one of the most interesting features connected with this occasion has been that of the introduction of the five-minute topics upon subjects pertinent to this business. I believe that this convention has not only listened with great interest to those who have given time and careful thought to the preparation of the admirable addresses which they have brought before us, but I think they have so impressed upon us the importance of that feature as to make it an inspiration on these anniversary occasions, and to create within us the hope that on each recurring convention the members of the craft will come so well prepared as to send us home hereafter, as they will today, filled with inspiration and enthusiasm because of the noble uplifting and edifying thoughts they have given to us at this convention. And so, on behalf of this association, I move that the hearty and sincere thanks of the members of this association be extended to each of the members of the craft who have brought to us such able and well-prepared papers.

President Scovel—The resolution with which the gentleman's remarks ended has already been passed, I believe, and the remarks are thereby brought within the rule of leave to print, which will accomplish every purpose. On the matter of the extension fund.

Mr. Dolph—I move the secretary call the roll, excluding the associations which have already subscribed to this fund, and that they be given an opportunity to subscribe if they see fit.

Mr. Cochran—Before doing so, I think it would be best to explain the situation to you. There are many delegations which do not understand what it is about. I think the amount we started to raise should be stated, and why that amount was fixed at \$2,500. Also the amount paid in and the conditions that exist as to some of the amounts subscribed that were not paid in, so that the delegations can act intelligently. I move you, sir, that that be done.

President Scovel—Can anyone do it better than Mr. Cochran? [Applause.]

Mr. Cochran—It has been said for some years that it is necessary for us to have a certain sum of money placed at the disposal of our executive committee and the officers for the purpose of meeting fixed expenses which must be incurred in developing our business. The traveling expenses, correspondence, secretary's expenses (which are now authorized at \$50 per month) all require money. For years this association was bankrupt. Every convention we had to put our hands in our pockets. But the last few years we have been accumulating a surplus, and today we are in rather comfortable circumstances. But that amount is needed to pay all the fixed expenses of this convention and the mid-year meeting of the executive committee in laying out the work for the association. So after discussing the matter very thoroughly it was decided that we needed a fund of \$2,500 for meeting those expenses. A committee was appointed to take upon itself the collecting of that fund, and we finally succeeded in getting \$1,600 subscribed, of which \$1,195 has been paid, including some interest which our worthy treasurer has secured from some safe deposit company. Now some of those associations which subscribed understand that we were to raise—that they were subscribing to the fund of \$2,500—and if that fund is not raised their subscription will not be paid. And they made that a condition of their subscription and did not pay their subscription, although they are ready to do so on that fund being received. Other associations paid their subscription with the implied understanding that if that fund was not raised they would have the opportunity to express themselves as to what was to be done with the amount subscribed and paid. Now we have raised about \$1,600, and if we don't raise the other \$900, there is a question about our being able to hold the \$1,600 subscribed, and as every association here represented has so much interest in the success of this fund, and also in our campaign, I think we ought to take up the consideration of the importance of raising \$900 now because it really means the clinching of the \$2,500. I believe that is about as full a statement as can be made, Mr. Chairman. I think it is very important, as a matter of infor-

mation to the convention, that that part of the report of the executive committee be read which refers to that particular fund, and I move you that that be done.

Mr. Dolph—Mr. President, I would simply add that I think it well for the delegates to consider this one point: That the fund was originally raised for paying the expenses of the vice-president's work of organizing new associations. Now there has been some change in that to the extent that the fund was transferred to the control of the executive committee for the same purpose, for extending the association work, not only in getting new associations but in any way they suggest, and I see no objection to say this informally; that any association which might hesitate at this time to subscribe can add to the subscription the statement that this amount will be subscribed subject to the approval of their local association, because we don't want the representatives to say they will subscribe nothing simply because they are not authorized.

President Scoovel—Gentlemen, it has been suggested that the list be read to you again of those associations which have already subscribed. That is given in the report of the executive committee in the following words:

"As a result of this movement subscriptions were received from the following associations, viz.: Baltimore, \$100; Chicago, \$250; Philadelphia, \$200; New Hampshire, \$10; Connecticut, \$60; Western Massachusetts, \$25; New York, \$250; Indiana, \$25; Pittsburg, \$50; Cincinnati, \$100; St. Louis, \$110; Springfield, Mass., \$25; Toledo, \$100; Boston, \$200; Cleveland, \$100; total, \$1,605. Amount already paid to the treasurer, \$1,180."

I will state here from my own knowledge that I know that the Pittsburg subscription of \$50 was coupled with the promise of \$50 more if needed, and that \$50 is here and now ready to make the subscription \$100. [Applause.]

If there is no further discussion or explanation desired, if the matter is perfectly clear to everybody present, so that he is in a position to decide what he may answer when called upon I will ask the secretary to call the roll of the associations which have not yet been called.

Mr. Scott—I think it would be a good idea to call

the names of all the associations, because I see some subscriptions have been made conditional, and a good many were not conditional, and have already been paid, and are drawing interest in the association treasury.

Mr. Cochran—May I ask what was the original subscription of Chicago?

President Scovel—\$250 is given here.

Mr. Cochran—Well, New York subscribed \$250 originally; I therefore state that there is a gentleman in New York who has not subscribed before, who authorizes me to subscribe \$30 for him. [Laughter.]

President Scovel—Does Chicago desire to be heard from again? \$280 for the first place!

Mr. Cochran—Make it \$300 for the round figure. [Laughter and applause.]

Mr. Durham—The Philadelphia Association would like to increase its subscription by \$50, making it \$250. Our \$200 has already been paid, and was given unconditionally; the additional \$50 will be paid in due course and will also be given unconditionally. [Applause.]

Mr. D. M. Baker—Chicago does not propose to be outdone by New York, and we will make ours \$300 by the goodness of the gentleman who contributed the extra \$30. [Applause.]

President Scovel—Gentlemen, the bluff is called.

The secretary then proceeded to call the roll of the associations, and the following responses were made:

Mr. Goodrich, Baltimore—Mr. Chairman, it appears that Baltimore paid a fair average subscription, according to the report made. She not only paid a subscription of \$100 but the treasurer wrote me that it was the first subscription paid. We hardly feel that it would be fair to call upon them for an increase. However, if it becomes necessary, I have no doubt that Baltimore will do her fair share, as she did on the first round. The subscription of \$100 of course remains unconditional, and without any strings to it.

President Scovel—Let me say that that is a wise thing to be specified in these responses, that anything that is subscribed is absolute, or is conditional on the approval of the association. We want it absolute. It will all be considered absolute unless specifically made conditional.

Mr. W. J. Cameron, Birmingham, Ala.—Mr. President,

I am sorry that Birmingham, as a small organization, stands so near the head of the list, and I hope our subscription will not be taken as a precedent at all at such a low figure. I can only subscribe \$10. [Applause.]

Mr. Baldwin—Mr. Chairman, Boston stands pat.

Mr. Ford—Cincinnati, \$100.

Mr. Dolph—That is, Cincinnati stands as it is.

Mr. O. W. Carpenter—Cleveland's subscription is absolute, and the money is in the hands of our local treasurer ready for transmission.

Treasurer Weeks—Mr. Secretary, in conversation with the president of our local association we hardly know what to do, and at the same time we don't just like to increase it at the present time till we have some conference with the members of the association. If necessary, we probably will increase it.

Mr. J. R. Nutting, Atlanta, Ga.—After conferring with my colleague, Mr. Chairman, we think best to refer the matter to our association, and will report to the secretary on our return.

Mr. E. G. Ritchie, Indianapolis, Ind.—We have paid our subscription, and I am not authorized to increase it at this time without consulting with the "boys" at home. Our subscription is absolute.

Mr. C. W. Orr, Northern Indiana—I will assume the responsibility of seeing that our contribution is \$25.

Mr. E. E. Flickinger, Indiana—We do not want Northern Indiana to beat us, so we will make our subscription \$26. [Laughter.] (This was subsequently made \$50.)

Mr. Orr—Indianapolis is a little bit larger than Fort Wayne; we will meet their \$26.

Mr. Dwiggins—I will say for Iowa that we have not consulted the home association, but we will subscribe, conditioned on their approval, \$50.

Mr. J. C. Davidson, Louisville—Kentucky will give \$25.

Mr. C. F. Dunlap, Portland, Me.—I have not consulted with the other members of our delegation, and consequently I am not in a position to tell you what can be done. But in conference with my friend, Mr. LaCroix, who is in attendance here, he says he will tell you what the association will do.

Mr. LaCroix—We will contribute \$25, and as much more as we can after we return.

Mr. George P. Mitchell, Springfield, Mass.—Our contri-

bution has been made unconditionally. But there is a little error. It seems to me you have \$25 from the Western Massachusetts Association, and \$25 from Springfield. We have paid only one \$25. We shall let our subscription remain.

Mr. C. A. Stringer, Detroit, Mich.—\$100.

Mr. W. H. Van Slyke, Minneapolis—Mr. Chairman, we have a divided delegation. Mr. Meyers states that if he were president he would subscribe \$100. In a short time we will have an election. [Laughter.] Mr. Van Tuyl offers to subscribe conditionally \$50, but I will guarantee that we will send at least \$25, and \$50 conditionally.

President Scovel—On what condition?

Mr. Van Slyke—\$50 provided we have the authority of the local association. You are absolutely sure of \$25, or \$100 if Mr. Meyers is elected.

Mr. Meyers—That statement was garbled. I stated if I were president at this time I would take the stand and say \$100, but Van Slyke dodged the issue. [Laughter.]

Mr. A. Ray Edmiston, Nebraska—\$50.

Mr. Hamilton—I am not a delegate, but a substitute; but since none of our New Jersey delegates are here I will subscribe \$25 personally, and will try and get a subscription of \$50.

Mr. T. R. Fell, New York—I have not had time to consult with anybody but the president yet; but as one of our leading delegates has made a subscription I am inclined to think it is a personal subscription; if it is we raise our ante to what Chicago did originally.

President Scovel—Now, gentlemen, let us have that. Is it \$300 or \$350?

Mr. Fell—\$300.

President Scovel—Now, is this personal, or not?

Mr. Cochran—It is a personal subscription. [Applause.]

Mr. Fell—New York makes her subscription \$300, with Mr. Cochran's personal \$50, making \$350.

Mr. F. E. McMullen, Central New York—\$50.

Mr. W. G. Justice, Buffalo, N. Y.—Of course it is not possible to say what our association will do. I think it is safe to say \$50. I will give \$25 anyway.

Mr. Durham—Philadelphia stands at \$250.

Mr. Wood, Pittsburg—\$100 guaranteed, \$50 paid in.

Mr. Herrick—Mr. President, the amount already sub-

scribed by St. Louis has been paid. I would like to enquire at this time whether the subscription you are making up now is to be used in future. We understood the amount subscribed last year to have been expended by this time.

President Scovel—We have not expended a third.

Mr. Herrick—Of course, during the coming year more money is still required. I presume St. Louis, as usual, will be ready to respond, although our association may feel that unless all signs fail the National Association will get the rest of our money before the year rolls round, anyway. [Laughter.]

Secretary Clark—\$110 for St. Louis, the way it stands at the present time?

Mr. Herrick—Yes, sir.

Mr. C. H. Tennant, Syracuse, N. Y.—We will subscribe \$25 conditionally. We were not instructed by our local association.

Mr. Flickinger, Indiana—We will subscribe \$50 and no string to it. [Applause.]

President Scovel—President L. C. Slayton of the Connecticut Association has an announcement to make regarding the entertainment of the ladies this evening.

Mr. Slayton—At two o'clock there will be a special car at the city hall to take the ladies to the Country Club at Farmington. It is suggested that as that is a congested part of the street railway system, the car cannot be kept waiting. We must be there very promptly.

President Scovel—The secretary reports \$1,990 and Pittsburg, to stand pat with St. Louis, will at least make \$110, so as to make the \$2,000 round out. [Applause.]

The next in order is the matter of subscribing to the Official Proceedings of the convention, and that, gentlemen, is one of the most important things in my mind that the convention does; to take pains, by official action, and subscription of the different associations to see that the proceedings of this convention are widely distributed among local men. The larger audience is there. I want to say, personally, that I have found the use of copies of these proceedings among my own agents one of the most instructive things in stimulating and helping them in their practical daily work that I know of.

We will now take up the matter of the subscription to the Official Proceedings for this year. They are \$1 a

copy, and we shall ask each association to designate what number of copies they will take.

Secretary Clark—We had last year a total subscription of 1,300 copies, and I should like very much to see that number increased this year, and doubt not that it will be. In addition to the associations that subscribe we have a number of individual subscriptions, and also subscriptions from life insurance companies. And I will ask in this roll call that the ones who respond for an association will name the association and also call out their name and initials. I want to know to whom we should look for the subscription individually. Last year I had considerable correspondence because we were unable to trace different subscriptions, and various associations denied the subscription. I wish to have no such trouble this year, and that can be avoided if the one who makes the subscription gives me his name and initials.

The secretary then called the roll and the following subscriptions were received:

Baltimore—Edwin W. Heisse: The Baltimore Association desires to subscribe for 60 copies. That is about one-third more than our membership, but we propose to increase our membership this year, and do what we can to encourage the National Association to continue the publication. So we put it down for 60 copies. Birmingham—W. J. Cameron: 15 copies. Boston—S. F. Woodman: Will advise later. Chicago—H. S. Dale: 50 copies. Cincinnati—Collin Ford: Will advise later. Cleveland—F. A. Kendall: 20 copies. Connecticut—L. C. Slayton: 30 copies. Georgia—J. R. Nutting: 5 copies. Indiana—E. G. Ritchie: 25 copies. Northern Indiana—C. W. Orr: 5 copies. Iowa—Mr. Miner: 25 copies. Maine—A. C. Westcott: 5 copies. Western Massachusetts—G. P. Mitchell: 15 copies. Michigan—Walter Thompson: 10 copies. Minneapolis—W. H. Van Slyke: 5 copies. Nebraska—A. R. Edmiston: 10 copies. New Hampshire—A. W. Childs: 5 copies. New England Women's Association—Miss Julia A. Sprague: 10 copies. New Jersey—A. H. Gesler: 10 copies. New York—J. Carlton Ward: 100 copies. New York Central—F. E. McMullen: 20 copies. Western New York—W. G. Justice: 5 copies. Philadelphia—J. Edward Durham: 145 copies. Pittsburgh—W. M. Wood: 100 copies. St Louis—W. H. Herri

They will hold a meeting in a few days. We shall want about so many, but many individual members will want them, and we will make the order at one time.

President Scovel—Are there any individual subscriptions?

The following gentlemen subscribed personally.

John Dolph, Cincinnati, O., 20 copies; J. LaCroix, Portland, Me., 5 copies; Elmer Dwigins, Des Moines, Ia., 5 copies; Collin Ford, Cincinnati, O., 10 copies.

The above subscriptions showed 715 copies subscribed for with some associations still to hear from.

Treasurer Weeks—Last year there were a number of subscriptions came in later. The Standard Printing Company, Boston, want to know what books are wanted as soon as possible. If there are any others who have not subscribed and you find there are more wanted I wish you would as soon as possible communicate with either the secretary or myself, for it is very necessary to know how many to bind.

President Scovel—Unfinished business is the order that we have now reached. The secretary tells me there is no unfinished business. The next business is the selection of the time and place for the next annual convention. Is there any other suggestion, or motion, or invitation?

Mr. Scott—If there is no place offered us I would suggest that the bylaw be suspended which provides that we shall vote by ballot for our annual place, and that the matter be referred to the executive committee with power to act in their discretion.

Mr. Herrick—Mr. President, I should have risen sooner but that I supposed that the invitations were extended in the order of delegations. If everybody else will waive in favor of the association that I have the honor to represent it will afford me the greatest pleasure to extend an invitation to the National Association to hold the next convention at St. Louis. We have everything to offer you there. You all know where the Father of Waters and the Budweiser flow. We have what is very necessary for this convention, that is getting so large year by year, to consider, and that is, its personal convenience; we have ample hotel accommodation; we have three hotels, any one of which would house this con-

vention. And we have, of course, plenty to interest you. I do not need to expatiate on the beauties of St. Louis, the points of interest there, historical and other-



wise, because I appreciate the fact the National Association comes to a convention chiefly for the purpose of transacting business, and for individuals to get in their work, once in a while. But I assure you that if you come early enough in the summer you will get a warm reception. If you come at any time you may select I can assure you of a most cordial and hearty one. I am glad to note that this matter will be disposed of in the same manner as all other matters have been in a unanimous manner. I was advised

that one other association came prepared to extend an invitation, but we soon took them into camp, and here is some of their ammunition, and I am pleased to see, too, that there is no disposition to oppose our invitation, and I trust the convention will see its way to accept it. [Applause.]

Mr. Scott—I was going to say that I was going to move that this association convene next year in St. Louis at some time in October, the date to be fixed by the executive committee. I will say October because you know how hot it is in Hartford in September and it will be equally as warm in St. Louis in October. We have stood it well here and we can stand it about the same way there. I move that St. Louis be our next place.

President Scovel—Before entertaining that motion I was reminded by Mr. Herrick's remarks that it is customary, if not an absolute rule, first to receive all invitations, before receiving any motions for action upon them. I will ask if there are any other invitations from any other city than St. Louis.

Mr. Dwiggin—Mr. President, I did come down to Hartford with some hope of offering an invitation to the convention to come out to the Hartford of the West. We have a number of life and fire insurance companies there. We think it a great country. We have some good hotels, and when I saw how well the Hartford of the East had done I hoped the convention would be

kindly disposed toward the Hartford of the West. But when I arrived on the ground I found the claims of the St. Louis people seemed to be paramount, and as I had the pleasure of being in St. Louis last year at three different times I want to assure the members of this association who were not there that on every occasion when I visited that city there were well entertained there more than 250 people, comfortably and pleasantly, and I feel that St. Louis would be very well able to take care of this convention. I have seen the badge that has been worn by the delegates this year, and I believe it reads: "Come to St. Louis; we won't kick." Gentlemen of the convention, if you decide to go to St. Louis I believe you won't kick. I beg to second the motion, and to favor the holding of the next convention at St. Louis.

Mr. Nutting—I move an amendment to the motion.

President Scovel—There is no motion before the house at present unless there are other invitations.

Mr. Nutting—I thought the motion was on the acceptance of the invitation.

President Scovel—Not yet, sir; there are some telegrams in the secretary's hands that should be read.

Secretary Clark—I have two invitations before me that should receive consideration. One comes from the Louisville Association. The first telegram is addressed to John Dolph:

Our delegates are instructed to invite convention to Louisville next year. We will treat you right.

W. R. NOBLE,

President, Louisville Association.

Another one yesterday from Louisville:

John Dolph, President, National Association Life Underwriters:

Louisville Association invitation to hold next convention here as entrusted to its delegates was most cordially given. Assure you that this will encourage southern membership. (Signed) H. F. SHELTON,

Chairman, Executive Committee.

Another one from Louisville:

John Dolph, President, National Association Life Underwriters:

Louisville Association invitation to hold next National convention here as entrusted to its delegates, was cordially given; if accepted, it will greatly encourage southern membership.

(Signed) YOUNG E. ALLISON.

Editor, Insurance Field.

Then I have another invitation from Niagara Falls

N. Y., dated Sept. 20, 1905, addressed to the secretary of the association:

Please read before convention, nearly time to visit this section again. Niagara extends cordial invitation for your next meeting. Seconded by mayor and council. Consider our central location, the best of hotel accommodation, every co-operation for successful meeting.

BUREAU OF PUBLICITY

E. S. Olmstead, Director.

Also one from Asheville, North Carolina:

Vote to extend an invitation to your association to hold your next annual convention at Kenilworth Inn, Asheville, North Carolina.

EDGAR B. MOORE, Proprietor.

Mr. Stringer—The president of the Michigan Underwriters' Association has been called from the room, and has left with me an invitation from Detroit. The first one that I read will be from the Board of Commerce addressed to the National Association of Life Underwriters, and dated Sept. 15. I have another from the Hon. George T. Kidd, mayor of Detroit, dated Sept. 2, 1905.



Mr. Stringer then read the invitations from Detroit and added: Our delegation finding, as some of us knew at Minneapolis last year, that St. Louis asked that they might be permitted to invite this association to St. Louis in 1906, we have, with that understanding, given way to them, but we have not given them our invitation books to be distributed to you, although they have got them in their possession. [Laughter.] But we do want to beg the privilege of inviting you to Detroit in 1907, and I tell you friends we can turn out four times as many automobiles as were used yesterday to take us round this beautiful city of Hartford, for we are manufacturing 235 a day. The city leads in everything, but especially in good automobiles, good drives and plenty of good company to go with you. [Applause.]

President Scovel—Are there any other invitations?

A Delegate—Louisville had hoped to have had the convention but the delegates have decided to with-

draw the invitation in favor of St. Louis. [Applause.]

President Scovel—Then, if there is no objection, I will put Mr. Scott's motion.

Mr. Nutting—I move an amendment to Mr. Scott's motion that the time of holding it be left to the executive committee.

Mr. Meyers—Our association found great difficulty in attending this meeting. They have been on a vacation and want to go to work. Now the time for the meeting will have to be made to conform to the climatic condition of the place we meet at, and I think it will be well to leave it with the executive committee to act in conjunction with the association that invites us to meet.

President Scovel—The motion is that the association meet in St. Louis in October, 1906, at such time in October as may be arranged by the executive committee.

Mr. Scott—I have no objection to accepting the amendment.

President Scovel—That the next annual convention shall be held in St. Louis at such time as shall be fixed by the executive committee. All in favor will please signify the same by rising.

The resolution was adopted by a unanimous vote.

Mr. Cochran—I move you, sir, a vote of thanks to the gentlemen who have invited this convention to meet in their respective cities.

The motion was carried.

President Scovel—Is there any other business? If not a motion to adjourn is in order.

Secretary Clark—I am requested to announce that all those who wish to be at the banquet tonight be at the Foot Guards Hall promptly at six o'clock, in order that they may sit down at six-thirty. The executive committee will meet immediately after adjournment on this platform. The photograph will be taken immediately after the adjournment of the executive committee, which will be in about five minutes.

The convention then adjourned, sine die.

At the meeting of the executive committee, held immediately after the adjournment of the convention, Richard E. Cochran of New York was unanimously chosen chairman.



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THE BANQUET.

The proceedings of the convention were followed, as usual, by a banquet, at which a large number of local insurance men, as well as members of the National Association, were present.

The entertainment was given in the Armory of the Governor's Foot Guards, where the guests assembled between the hours of six and seven o'clock, and after an informal reception sat down to a delightful dinner.

The following menu was served:

OYSTERS		
Olives	Blue Points on Half Shell	Celery
Saltines		
SOUP		
Green Turtle, Madeira		
FISH		
Fried Smelts, Sauce Tartar		
Escalloped Potatoes		
ENTREES		
Filet of Mignon, Mushrooms		
String Beans		
PUNCH		
A La Royal		
ROAST		
Squab on Toast, Julienne Potatoes		
<hr/>		
Fancy Ice Cream	Coffee	Fancy Cake
Apollinaris		

Ex-President Everett H. Plummer, who presided, in calling the guests to order at the close of the dinner, said:

Ladies, Honored Guests, Members of the National Association of Life Underwriters: It gives me pleasure to welcome you upon this festive occasion and unite with you in congratulating ourselves upon the achievements of the past year and the prospects for the future.

Coming as you do from all parts of the country, it shows an interest which is delightful to recognize, and which is creditable to you. The National Association has been the means of bringing together the brightest minds connected with the agency work, men who, by their courage and faith, have exerted a strong moral influence in favor of life insurance and of lofty ideals in our business. Men who

represent sound and reliable life insurance companies, who have an abiding faith in the great beneficence of life insurance and in the dignity of their calling, who, in the broadest spirit of brotherhood,



have determined that this vast and important interest shall be elevated to the highest position of honor and usefulness.

It is a healthful sign and in conformity with the spirit of the age, when men engaged in a business so vast, and upon which so many of our people depend, can lay aside their individual differences and co-operate in an earnest, conscientious and manly way to free the business of unworthy men and unworthy methods, that both the companies and the policyholders may be better served.

Inspired by the movement at Boston fifteen years ago, when brave and loyal hearts beat with earnestness and enthusiasm for the dawn of a brighter day, the

association has gone on and on, and is doing its work to the glory and honor of our business, and is a fulfillment of the prophecy of the men who have so valiantly labored for the good of the cause.

We meet tonight as the representatives of American life insurance. An interest that has grown so rapidly and taken such a strong hold upon the confidence of the people that it is today recognized as one of the most beneficent and trustworthy institutions in the land. The principles upon which it is founded are as firm as the everlasting hills. It is not only one of the greatest civilizing forces of the age, but is the surest and most scientific system of protection to American homes. It advances with the intellectual progress of the race, and is today of larger service and greater benefit than ever before; and why? Because the human mind is quick to recognize and apply those principles, which have within them the power of bettering man's condition and that of his family. Such life insurance has. It confers incalculable blessings upon millions of homes, it involves financial interests so enormous that the simple figures which tell the tale stagger the mind which tries to grasp their tremendous significance. In a little more than a generation it has grown from small beginnings into colossal dimensions.

The men who are engaged in managing and promoting this wonderful business, officers and agents alike are, for the most part, men of unquestioned integrity and efficiency. This enduring monument for the protection of countless widows and orphans, in a large measure the symbol of a father's tenderness and love, truly excites our admiration.

Gentlemen, behold the great work, which by industry and perseverance, has been wrought. Let it inspire us to nobler deeds and higher aims in our calling.

During the past few weeks we have all been looking upon the thrilling picture thrown upon the canvas of current history. The Czar on the one hand justifying his claims and asserting the justice of his nation's cause. The Mikado on the other, equally resolute in his demands and in his purposes to enforce them by sword and cannon. Both irreconcilable and defiant.

And then the great pacifier or arbiter, coming between them as their friend, with his right hand upon the one and his left hand upon the other, and by his friendship for both and his spirit of justice towards both, adjusting their differences, bringing them into a good understanding and reconciliation and uniting them in a great compact of peace. Gentlemen, with glass in hand I ask that you rise and unite with me in drinking to the health, happiness and long life of that man of consummate courage, honesty and ability, Theodore Roosevelt, President of the United States. [Applause.]

The toast having been honored by the company, Mr. Plummer continued:

We are honored this evening by the presence of a gentleman accorded the distinction of being the foremost Congregational divine of New England, pastor of the first church of Hartford.

He is a young man for so old a church, and a short one for so tall a steeple, but what he lacks in age and stature is made up in scholarly attainments. The sentiment, "The Responsibilities of the Life Insurance Agent," will be responded to by Rev. Rockwell Harmon Potter of Hartford, Conn., whom I now have the pleasure of introducing. [Applause.]

Rev. Mr. Potter—Ladies and Gentlemen: I sincerely hope that the poetic license in which your toastmaster indulged will be extended to all the speakers who are before you this evening. I am sure that with such latitude allowed me even life insurance men can be entertained. [Laughter.] I wonder oftentimes why it is that when any body of men engaged in any particular pursuit come together for a dinner and in lighter vein undertake to review their common tasks and interests, they are likely to call upon some member of the clergy to speak to them, along with some other representatives of other of the professions. Perhaps a clergyman is more apt to be in the company than the physician or even the lawyer. There seems to be a natural curiosity as to what the clergyman thinks about the matter, and a desire to hear him express himself in the case. Sometimes I think this is only a superficial curiosity, like the curiosity of the boy who was interested in the bishop. The bishop went to the



Sunday School, and he was one of those bishops who wear a long robe which reaches from the shoulders to the feet, and who is girt around with a rope. We do not often see such a bishop in New England, but I understand they exist. He stood before the Sunday School and gave an address, and as he was speaking he said: "If any of you would like to ask me any questions I should be very glad to answer you." And he had no sooner finished his remarks than a small boy on the front seat jerked up his hand. "Yes, my son, do you want to ask a question?" "Yes, I would like to know if that is all you have got on, or do you wear something else under it?" [Laughter.] Now sometimes I think that the curiosity of a body of men with regard to what the minister may say is of that superficial sort. He is regarded as an amiable appendage to society, whom it is well to consult, and whom it is interesting to hear on any theme which may be in the public mind. [Laughter.] But when my better moments come I am satisfied he is not asked for this reason, nor because of any personal reason, but because the business men, or the insurance men, or the physician, or the other men who gather in these conventions and associations, which have manifold meetings through the winter season like to hear from the minister, because they feel he ought to have something to say upon the concerns of life, and if he lives up to his opportunities and privileges what he says ought to be of value to those who are beset with the tasks of life. And so, in this way, rather than in the other, I accept your invitation and am glad to be in your company tonight.

The theme you have assigned me is not of my own choosing. Just at the present juncture, for a clergyman to come into this association and attempt with any fine drawn line to define the responsibilities of life insurance agents is a rather more venturesome task than I am inclined to undertake. I took out those small and precious scraps of parchment which are the only thing between my family and the almshouse, if I tonight be overcome by the severity of the conditions under which I am striving to speak, and I read over those papers, to see what the responsibility of the agent was. Now I was so fortunate, as most men would say, to number among my friends certain life insurance agents, and they insured me for rather more than I have ever been able to comfortably handle. [Laughter.] I thought, "Now, it has never occurred to me to look and see what responsibility they are under in this matter. Let me see what it says." So I looked through and saw a great deal about what I could do, where I could go, and where I could not go. I saw a great many things about the responsibility of the company, mainly things about which they were not responsible for. There was a whole page which I never had time to read over before, in which it was carefully stated as to things they were not responsible for. I came to the conclusion that there was a certain responsibility that rested upon me to die in a decent and seemly fashion, and if I should effect this achievement, which needed to be kept pretty constantly in mind, I

take it, for the welfare of my family, then there was a certain responsibility which rested upon the company. But for the life of me I could not fasten any responsibility upon my friend, the agent. [Applause.]

Now an agent has a very ingenious way of approaching you. [Laughter.] A life insurance agent comes in with a demeanor which is most ingratiating. [Laughter.] I always feel honored, always glad, to see a life insurance agent, because I know I shall feel so set up after he has been with me for about fifteen minutes. He has always been to church last Sunday, and he always remembers the points of the sermon, and, curiously enough, the sermon that I preach just before the visit of the life insurance agent is a very remarkable sermon. [Laughter.] It is that sort of a sermon that has gotten me the reputation of being "the most distinguished clergyman in New England." [Laughter.]

We could not get along without our friends, the life insurance agents. Whenever I feel blue, or discouraged, I am glad to have them come in. And then there is such an importance in their demeanor at their first visit, and such an earnestness, and such a seriousness as they concern themselves with the matter in hand. But once they get your name down on that piece of paper and get out of the door with it it is a very different atmosphere that you are living in. [Laughter.] Then you begin to read the part that is in fine print on the paper that is left with you, and then you begin to find out where the life insurance agent's responsibility ends. [Applause.]

But speaking seriously, if any man has a task in the world there are certain responsibilities about it. I do not suppose that the responsibility of life insurance agents are essentially different from the responsibilities of ministers, and lawyers, and doctors, and business men. If we have got anything in the world that is worth doing we have got a responsibility upon us to do it well, to do it honestly, and to do it fairly, to play the game, to play it to the end, and to play it according to the rules of the game. And that responsibility rests upon us in all that we undertake. Unless we feel this, then the responsibility is upon us to get out of it and to find another occupation or livelihood.

If the thing in which we are engaged is not a thing in which we thoroughly believe; if the church in which I serve is not a church in which I can serve with full confidence, in the teaching of which, in the ideals of which, in the service of which I can enlist with my whole heart and soul, and into which I can throw all the strength that God has given me, I had better get out and find some other kind of a church. If the company that you serve and the kind of policies that you are offering are not such as you think that men ought to have; if what you offer them is not something which has value in it, not simply for you but also for them, if the business in which you are engaged is not the product of some good somewhere; if it does not fulfil that description of business, the most beautiful

description of business that I ever have read, which was penned by Horace Bushnell, here in Hartford years ago, in which he described the business man as a function in human society "just as the cloud functions in nature, carrying the moisture from the streams which are filled with the waters of God out across the deserts that are parched in the heat of the sun, so that even the deserts might blossom like a rose, because visited by God's mercy." If the business in which you are engaged is not something which corresponds to this description, and you are not doing something which is to be of value not only to those who sell but those who buy, you had better get out of the business and go back into school teaching or preaching, for you find that lots of life insurance agents have fallen from those higher vocations. [Laughter.] Get hold of something that is worth while and can be done with enthusiasm and with passion. But if you are doing, as I believe that you are, some work which is of service not simply to the company and to yourself, but to the poor minister and school teacher to whom you sell your policies, then go at it with all your might; especially go for the ministers; they need you badly; they never save a cent if you don't make them save it. Get after them and make them give up that trip to Europe—I have had mine so I can talk. Get after them and make them give up that set of books or that thing that they have set their hearts upon for the house or the study, and sell them your policy. Be sure the thing you have got to sell is a thing worth any man's having, and find the man whom that thing fits and will appertain, and then go in for business.

Now that responsibility is simply the kind of responsibility that all of us lie under in any work of life in which we are concerned, to do with our might what our hands find to do.

I am mindful that just at present you will expect something from a clergyman about the responsibility of life insurance agents in the somewhat wider significance of that phrase. Whenever I read disclosures which, though I cannot understand them, seem to mean that something has been going wrong and someone has been doing an awful lot of it, whenever I read these descriptions in one paper or another, I always comfort my own heart, and at the same time I upbraid my own conscience with this reflection; that probably the men who are talked about and the men who are berated have not been quite so bad as they are made out to be, and that probably myself and all the rest of us who are talking about these men are not quite so perfect and without flaw in our past relationship as we seem to have been. We talk a great deal about the corruption in politics, and we instance those men who have betrayed the people. But we forget that these men, either in politics or in business, are probably only symptomatic of the conditions that exist throughout the community. My brothers, we all need toning up. We need the tonic of righteousness and integrity injected into our veins and our nerves and our brains, so that we shall be more careful each man of us in his own place, so that the community shall

live in a higher ethical atmosphere. We cannot think that we can get along with our little grafts that are not big enough to put into the newspapers and that even the reporters don't care anything about, and our little rake-offs and bonuses, and demand that the men who have the chance to get the big graft and the big rake-off and the big bonuses are not going to get theirs just as surely as we get ours.

Now tonight when you read your paper and see that some big man in New York owns up to some kind of a graft or a bonus that put in his pocket one hundred million dollars, don't sit down and swear about it. Just sit down in your own place and remember the time when you got your little graft of ten dollars, or of a pass on the railroad, or the small things that bought you in a petty matter, reflect upon that. It will do you a lot more good than swearing about the big companies in New York. [Applause.] When you read about the men who have been in political corruption, don't sit around and talk about them. You recollect when you stayed at home and smoked your cigars and warmed your feet when the fellows were running things down at the caucus. It will do you a lot more good to reflect on your own sins than to curse the men whose matters are in the newspapers and about whom scathing editorials are written. The point that I want to make is this, that it is our concern as a whole people, to rise to a loftier ethical plane in the doing of the business of our common life. [Applause] And when we have lifted the mass of the people we shall no longer have these glaring instances, which are simply symptomatic of conditions that exist in all the walks of life. I think that it is well worth remembering that the men who are talked of are probably not so bad as they are painted, and the men who talk a lot are not quite so perfect as they themselves seem to think. And remember this, in all your business relationship, that it is not sufficient in any line of business simply to be within the letter of the law.

I think that to some of you before this I have spoken upon what constitutes a profession; why it is that we speak of the ministry as a profession; of the law as a profession; of medicine as a profession. It is because in these grand old trusts which men have enjoyed through the centuries in the past, in these guilds of the higher service of the common life, there are standards that are loftier than the standards of the written law, and the man who conforms not to those loftier standards may no longer preach from the pulpit, nor practise before the bar, nor be considered as a brother among those who exercise the gracious ministry of healing. [Applause] You will purge life insurance of its ills and you will purge your business of its abuses if in associations like these, in conferences such as you have enjoyed in these past days you establish standards for your business, which search further than the laws of these several commonwealths; if you establish ideals for your business which do far more than follow out the letter of the statute which is written by the legis-

latures of the land. [Applause.] It is not enough to simply keep out of jail. It is not enough to simply keep the stripes off your backs. If you are going to place your business upon the level of those interests of men which we call professions, and purge that business of its ills, you must respond to the highest standard, not simply of honesty—honor. Not simply of fair play, but integrity. Not simply of the letter of the bond, but the spirit of the contract. [Applause.] Raising the business to this level you will purge it of its ills, and you will serve men, you will do for men that which they cannot do, for me that which I cannot do, and for thousands of men, thousands of families, that which they cannot do for themselves. You will be saying something that is worth while, and at night you will have the consciousness of some of God's work done. [Applause.]

The Toastmaster—I am sure you will all regret, as I do, the absence of Hon. James M. Beck, whose presence upon this occasion we had so interestedly looked forward to. He has sent us a telegram and follows it with an explanatory letter, in which he gives his reasons for his inability to be present.

You are all familiar with the toast of the men of the state whose hospitality and fraternal greeting we have enjoyed so much during the past three days—"Connecticut, the Nutmeg State, who can find a gr(e)ater?" We will listen with pleasure to his honor, H. S. Cummings, mayor of Stamford, Conn., whom I now have the pleasure of presenting, and who will respond to the sentiment, "Business Ethics and the American Spirit."

Hon. Mr. Cummings—Mr. Toastmaster, Ladies and Gentlemen: It is related that during a fiercely contested battle, the great Napo-

leon, during a moment of abstraction, sat down upon a red hot cannon. He rose with commendable celerity, and facing the enemy cried out: "I cannot retreat, I have burned my breeches behind me."

[Laughter.]

I experience a somewhat similar emotion tonight, and although feeling a certain trepidation as I look into the faces of the distinguished company here assembled, I remember that I cannot retreat, for I have given my word to Uncle Eli.

[Laughter.]

I am reminded of the story of a man who wrote to a patent medicine manufacturer, "I have taken four bottles of your valuable remedy. When I began I

had trouble with my eyes; now I can see my finish." [Laughter.]

As I look up into the galleries and see the ladies who by their presence make them beautiful, I cannot help but remember the words of the poet when he said:



"How sad are they who know not love; but far from passion's tears
and smiles,
"Drift down a moonless sea, and pass the silvery shores of fairy
isles." [Applause.]

This is a splendid assemblage, worthy of the great interests it represents. Such a gathering is peculiar to America. The five million policyholders who have piled up the assets of the American life insurance companies to over two billions of dollars, have built and still maintain perhaps, the greatest commercial enterprise the world has ever seen. And the permanency of that enterprise depends upon the men who are represented here tonight. The underwriter is the rock upon which all this greatness is founded. I am, therefore, addressing men who hold an important place in the business world and who wield a mighty influence in American life.

To have an opportunity to discuss in such a presence the relation of business ethics to the American spirit, is at once a privilege and an inspiration.

It often comes to my attention in my profession, that many people think sharp practice and dishonesty are profitable. You know that lawyers (as well as life underwriters) are looked upon with grave suspicion. The common mind is filled with the notion that it is the lawyer's business to be dishonest. The idea is so rife that one of Hartford's progressive business men has installed in his office a phonograph from which, to some lively music the voice of an invisible man issues and asks, "Why do lawyers always have offices in upper stories of buildings?" and the answer comes back, "Because they can't do business on the level." It is a strange misconception. The legal profession requires no defence at my hands, and I offer none, but the fact remains that the lawyers coming more and more into prominence, are men of untarnished integrity, while the practitioner who is losing standing and clientage from day to day is the man whose reputation is in question, who is known to resort to the so-called "tricks of the trade" and who endeavors to make up in sharp practice and equivocation what he lacks in sound judgment, in character and in honesty. And I believe it is so in every walk of life. In the long run character counts in any undertaking, and my friends, I do not believe that any man is a true patriot who does not deal honorably with his fellow citizens. The American spirit grows out of American principles and American principles are the principles of equality and fair play.

If I were asked to state what American principles are, I would say that they are those fundamental doctrines of government peculiar to this country which were characteristic of its birth, which have fostered its development, which furnish the greatest surety for its future and which distinguish this government from all other governments which have ever before existed.

If I were asked to suggest where and in what language American principles are best defined, I would say that they are most clearly and

effectively stated in the Declaration of Independence, the greatest document ever prepared by the hand of man; greater than the Magna Charta; greater than our own splendid constitution because from the Declaration as from beneath some great protecting rock, have gushed forth the very living waters of liberty; because from the Declaration came forth a free nation that ever since has been in the eyes of the world, the accepted guardian of the covenant of human liberty.

Up to the time the Declaration was issued, it was the accepted doctrine all through countries of the old world that whatever rights the people had, came from the crown, the emperor, the king, the queen, the czar, or some hereditary potentate; that authority and rights came, as it were, dripping down upon the people from some higher source. And the doctrine was taught and believed that some people had rights superior to other people and were born to rule other people.

But a few farmers in 1776 refused to accept this doctrine. The spirit of liberty inspired the tongue of Patrick Henry and moved the pen of Thomas Jefferson. The Declaration was given to the world. It reversed every theory of government. It taught that all men are created equal and that amongst the inalienable rights of men are life, liberty and the pursuit of happiness and that to secure these rights, governments are instituted among men deriving their just powers from the consent of the governed.

In other words, it taught that the people are the source of all authority, and that whatsoever just powers the kings and queens and the emperors have, come not by divine right, but by consent from the people. This doctrine was greeted with derisive laughter in the courts of the old world and all the sycophants and time-servers chimed in with the royal merriment. But after eight long years of bloody warfare, the world acknowledged that the farmers were right and America became a free nation, thenceforth to stand amongst the nations of the earth as the exponent of the new doctrine of liberty, equality and human rights. My friends, the Declaration of Independence is the embodiment of the American spirit. It has given forth three famous corollaries. Jefferson said, "Equal rights to all and special privileges to none." Lincoln said, "I believe in the man and the dollar, but in case of conflict, I believe in the man first and the dollar afterwards." [Applause.] Roosevelt said, "Every man should have a square deal." [Applause.]

These statements have a direct bearing upon the ethics of business life. It is only by casting our business principles in these homely moulds that we can hope to keep clean the dealings of men with men.

Justice Brewer of the United States supreme court speaking to the insurance agents recently assembled at Milwaukee, said: "There is so much grafting going on among public officials as to startle us." This is but a reflex of the ordinary business existence. The great problem of the age is to stamp out the corruption characterizing both

public and private life. It is pre-eminently proper for an organization such as this here assembled, to raise and maintain the banner of honest business methods. I am glad to know that much has been well and worthily said upon the subject, during your recent sessions. Much good will come, if a powerful factor in life, such as this association, proclaims the doctrine that the true patriot is the honest man. The heroic days of splendid deeds are gone perhaps, but the quiet faithful discharge of duty to our country, to our community and to our fellow citizens is more necessary than ever before. A new kind of courage seems to be required, not the courage of the battle field, but the moral courage to discharge in full the duties of citizenship. This is the American spirit as applied to business ethics. I am aware that it is difficult to stir up the people to a great movement. Self-interest has a pleading and persuasive voice. Civic duty, is hard to perform. Somehow the minds of men need to be aroused to call forth what is best in them.

It will be remembered that in the days just prior to the Civil War, when the question of slavery was being discussed, it was with difficulty that the great orators and agitators of the day could obtain a hearing. Even so famous a preacher as Dr. Bellows complained of the dullness and indifference with which his congregation listened to his plea. He said it seemed to him as if he were speaking to walls of granite. There was no response. But one day a man came in at the rear of the congregation carrying a little fluttering, yellow telegram, in his hand and somebody cried out, "Fort Sumter has been fired upon." The whole congregation rose. No burning word was too strong for them then and the next Sunday the pulpit was draped with the American flag and the organist pulled out all the stops on the organ and the people sang everything that they could get their hands upon and the preacher looked all through the Bible for a text big enough to fit the occasion and this is the only one that he could find: "He that hath no sword, let him sell his coat and buy one." [Applause.]

There was another illustration of this same principle in the days prior to the recent war with Spain. Although the cries of the suffering reconcentrados were uttered so near our shores that we could almost hear them, there was no national awakening until the day when the good ship Maine was destroyed and nearly three hundred American sailors lost their lives. At last, Spain, with the mantle of the middle ages upon her shoulders, had struck the hand of charity with the sword of war. The response was instantaneous. At the call of the President, men came forth from the North, and the East, from the South and the West and there were no sectional lines. The nation was united and about to perform a heroic deed. It was a magnificent spectacle to see this great nation baring its bosom to the shock of war and pouring out its treasure, not for any selfish purpose, but simply that another people might be free and might have an opportunity to enjoy that blessed heritage of liberty which our fathers

won for us with their services, their sacrifices and their blood, at Lexington, at Concord and at Bunker Hill.

It was by such national awakenings as these that this government was originally called into being and some such militant spirit for right and honor will once again stir in the breasts of American patriots. We cannot afford to allow this great country of ours to die of some loathsome internal disease. Unchecked, the lust for gain, the love of gold, the greed for place and power will work their ruin in any nation. It is for patriotism to remove the noxious weeds that spring up in the neglected places of life. It is for us, as the heirs of a great and noble heritage, to bring the ethics of business life into full harmony with the true principles of the Republic. Nor can it be truthfully said that this is an impractical appeal. Sentiment is as much a fact in life as a piece of granite. There must be some call to the spirit and some food for the soul. After the Master had feasted for forty days in the wilderness, the spirit of evil came to him and tempted him saying: "If thou be the Son of God, command that these stones be made bread," and Christ replied, "It is written, man shall not live by bread alone."

In the language of an eloquent American: There is amongst the traditions of Venice a beautiful story of a wonderful painting by Michael Angelo. As I recall it now, it tells of a young girl, who, after years of patient waiting, and vain entreaty, for her father's consent to a marriage with the man she loved, finally despaired and stepping from a gondola, sought to bury herself and her sorrow beneath the waters which make the streets of her native city. She was rescued by a stranger to whom she revealed the story of her grief and he, becoming interested, agreed to intercede on her behalf with the father. But the old man was inflexible. He would not give his consent because the boy was poor and as they sat there discussing the fate of the young people, the wonderful genius, for it was Michael Angelo himself, took from his pocket a tablet and with fingers defter than ever touched canvas before, drew the picture of a miser's hand and, holding it up to the astonished gaze of the old man, wrung from his unconscious lips the startled exclamation, "Why, that is my hand." And so it was—the miser's hand. With its eager lines, and open, upturned palm, as if waiting to catch a shower of gold, it portrayed the miser's ruling passion. The painter gave it to the boy and told him to sell it to the library at St. Mark's and its price became the ransom of a true and noble wife.

In after years, that painting became one of the most famous in in that famous collection, and historians tell us that it served to make the vice of avarice still more detestable in that Republic. [Applause.]

We need, in this age and country, some new Angelo, who, gifted with a divine inspiration, shall place upon the painter's canvas the hideous features of modern greed, and help us re-learn the lesson our sturdy forefathers taught, that "freedom is better than commerce, and justice is better than gold." [Great applause.]

The Toastmaster—Massachusetts has been famed for her high type of men in public life. We are favored by having at our board tonight one of her distinguished representatives. I esteem it therefore, a pleasure to present to you Hon. Herbert Parker, attorney-general of the Commonwealth of Massachusetts, who will respond to the toast "Attitude of the Insured." [Applause.]

Hon. Mr. Parker—Mr. Toastmaster, Ladies, to whom, living, we devote our lives, to whose use, when we are gone, we dedicate them again through the happy, beneficent influences and memories of life insurance. [Applause.]



Gentlemen of the Association: We who are insured have come to look upon you, to whose keeping our very lives are committed, as standing very near to the gates of the hereafter. [Laughter.] Your friendly greeting, therefore, comforts and encourages me almost as if it were the cordial welcome and handclasp of Saint Peter himself. [Laughter.] And when, indeed, I reflect upon my past life, I promise you even these encouragements afford me great relief. Though I fear that I am already insured far beyond my real moral worth, I rejoice to say to you that my premiums have been, not without some difficulty, paid up. I face you, therefore, with a

clear conscience, a very willing victim to your bow and spear; immune against further negotiations, a sort of entree served up for your feast. [Laughter.] And if, sir (turning to the previous speaker,) that pious missionary predecessor of yours in distant and savage lands, who served a like sacrificial purpose, had heathen hosts as courteous as those before me, he had been no less happy than glorious and pious in dedicating himself to their festival. [Applause.]

"The Attitude of the Insured" has been assigned me by your retiring president, who, I fear, having been advised of my discursive habit of speech, required that I should fetter myself by some title to my address. This promise he received, but apparently not even so reassured, I find that he has not been willing to face the responsibility of even presiding at a meeting before which I was to speak. [Laughter.]

The attitude of the insured toward you, gentlemen (and I speak very earnestly from my heart, for I count among your body many old, distinguished and honored friends), is an attitude of admiration and respect, intimate because it recognizes even in your exalted state your essential humanity. Little wonder that we love to greet you. Little wonder that we are exalted by your coming to us, for do you not, like friendly Charons, whisper to us, as you are bearing us over the Stygian waters, of a posthumous affluence to which in life we have never attained?

My relation as one of the multitude of the insured to those vast empires of modern finance, ruled over, I am sorry to say, as would appear for the moment, by those who hold themselves rather to be the autocrats of unlimited dominions than trustees of sacred funds, is modest and remote. I share in the splendor of this high finance only as the peasants of France once lived in the golden reflection of the throne of Louis the Magnificent. But, my friends, I haven't come to lend my voice to any swelling clamor of panic-stricken, popular fear because of sporadic conditions which at this moment have been revealed to us. [Applause.] And in very truth I tell you, gentlemen, if the public confidence be not now overthrown because here and there some marble palace of finance seems to be tottering to its fall through unstable foundation, and if we do not all sit in the shadow of the despair of an imminent calamity, that seems to engulf us, it is in large part by reason of the fact that you men have kept and hold our faith; that you and your honor and integrity, manifest in your daily relations with your fellow-men, have taught us that there is a real security in this vast, beneficent business which you have developed and defended by the probity inherent in right-minded, right-thinking, patriotic men such as you are. Nor will you suffer treasures accumulated in great measure through faith in you, to be pillaged or dissipated by false or unworthy custodians. [Applause.]

This is neither the time nor the occasion for me, nor does the position which I temporarily hold permit me, to discuss or assume to pass judgment upon the apparent enormities that have recently incensed and affrighted the public mind. Moreover, I am one who believes that it is the part of deliberate and sound wisdom, if our homes be endangered by fire, to see to it that we protect the Lares and Penates of our household and save our families, whose lives may be threatened, rather than abandoning them to join in some clamorous, angry outcry and pursuit that would wreak a hasty and violent vengeance upon some suspected or real incendiary. [Applause.]

Let us preserve, even in this moment of popular anxiety and excitement, that deliberation which belongs to intelligent men. These deplorable manifestations are sporadic, perhaps symptomatic, and if it be true that they do exhibit something of that spirit of personal and financial exploitation too often disclosed today as the outgrowth of an excessive energy, industry and ambition, let us reflect that the public sentiment is so quick, so sensitive, so potent, that once one of these instances be made known, there is so manifest a moral force in the sentiment of our American people that, though we be for a moment terrified, we are at once reassured by the revelation of a corrective spirit dominant through it all, creative, protective, uplifting, that tells us in very truth that the morality of the American is such, sir, as you (addressing Mr. Cummings) with most beautiful, appreciative, inspiring phrase have painted for us tonight, and made us the better Americans for having heard you. [Applause.]

I do not come to speak to you of the occasional wrong-doing of any individual. Though they come to our knowledge in every field of human activity, we accept them, not as evidences of a general demoralization, but rather as admonitions, stirring the public sentiment to an instant condemnation and correcting of the wrong.

I come to say to you that, knowing you as I have, and as the world has learned through the history of your profession, you have undertaken, upheld and carried forward to a success unmeasured by any anticipation, what has been rightly and truly called the most beneficent of all our financial institutions. Useful not alone to the living, but often the only safeguard and protection to those who have lost him who was the mainstay, the breadwinner and the guardian of the home. A great and holy trust is this of yours, and well have you upheld it. And let me say, as one of the multitude for whom you have wrought, that if there be now what in popular phrase is called "graft" infecting the accumulations of your efforts, you, by your living, by the activities of your service, have made manifest the qualities of a high citizenship, revealed in your labors. No taint that has bred these current evils has come from the touch of your hand. Truly, I think you have engrafted upon this great body politic and commercial, of ours, the scions of truth, honor and fidelity, giving and preserving vigor and virtue to the extending limbs of the tree of our national life which shelters the country and home. [Applause.] And if it be true that in some centres of business and enterprise there be lack of honor and good faith, and if it appear that some have been momentarily forgetful of that great trust which you in some degree represent, and that the public confidence and safety have been endangered, remember that in your field you are like that thin blue line that once saved to us, our children and our children's children this nation, to be the pride, the joy and hope of our own people, the wonder and admiration of the world. Remember that you can aid in restoring security out of this distrust, as those brave men, under their country's flag, brought peace and union to the nation though treason and dishonor had crept even in the walls of the capitol itself.

However prevalent may be the utterances of this passing distrust, I am undismayed, for I shall never believe that you, earnest, loyal, honorable in your profession, have been or will be the apostles of a false faith. [Applause.]

I find myself in no strange country and among no strangers. When I first looked about me and saw very many of my old friends, and saw the features of those whom I much wished to call my friends, I felt that I had come into an atmosphere familiar to me; and the reason for this was revealed to me, sir, when you told me that this organization had its birth and creation in Boston, in my own commonwealth; and, sir, there is no atmosphere, there is no country, there are no conditions in which spirit such as yours, so born and so living, might draw better or further inspiration than in this great sister state of Connecticut, whose boundaries and whose sentiments are in fact in perfect touch with those of Massachusetts. [Applause]

The Toastmaster—With a mind mathematical and analytical, richly stored with technical knowledge, capable of working out results with astonishing penetration and resolving every argument into its ultimate principles, the actuary, by whose skill the science of life insurance, freed from complication, is given to the people with charming simplicity. It is with pleasure that I present to you James M. Craig, actuary Metropolitan Life Insurance Company of New York, who will respond to the toast, "From an Actuary's Point of View." [Applause.]

Mr. Craig—Mr. Toastmaster, Ladies and Gentlemen: I have almost been tempted to express a regret that I have chosen such a dry subject for this evening's address, and I do most heartily express a



regret that I have to inflict upon you a written speech. It is rather out of my line, and not exactly one of my fortes to read a speech, but having rather a bad memory and there being some important elements in this address, I must crave your indulgence during this reading.

There are times when a man's mind runs more in the direction of making observations on current events than in the choice of a special subject for a public address, and this was the condition of my mind when invited to address you. The reason was that life insurance in this country is being put to a test this year, such as it has not experienced since the seventies. In the years from 1872 to 1879 the companies operating in New York State lost nearly seven hundred million dollars of insurance.

I do not wish to be understood as saying or even intimating that the companies are this year showing a net loss of insurance in force. Fortunately the ordeal is of a different character now from what it was then, for then hardly a year passed without recording a failure. In fact, for the ten years ending with 1879, thirty-two life insurance companies of the State of New York alone had ceased doing business. This was an average of more than three a year.

There have not been any failures of moment in recent years, nor do the signs of the times indicate any for the future, and yet it has been charged by some and strongly intimated by others that the confidence of the people has been shaken in life insurance, and that great loss has been occasioned thereby which will take years to recover.

We all know whatever of doubt, or fear, or suspicion exists, arose from the unfortunate internal dissensions in one of our large companies and the widespread publication with glowing headlines of certain weak points in the management which subsequent examinations disclosed.

It is to be regretted that the calm judicial poise of some of the insurance commissioners was disturbed, for their views as published have not been of such a character as to allay any feeling of disquietude that may have existed. On the contrary some fuel has been added to the flame by vigorous attacks on the deferred dividend system as the supposed cause of all the evil.

The company with which I am connected issues mostly non-participating policies, and not any where dividends are deferred for a longer period than five years, so that I cannot be charged with self interest if I undertake to say a good word for the system, or at least make some comments on the criticisms against it that have been published.

If the greatest good to the greatest number is a fair rule to judge by, then it must be conceded that the deferred dividend system is entitled to a high place in our estimation, for the wonderful growth of life insurance in this country really began with the advent of this system, and is in large measure attributed to it. Many of our strongest companies have been operating it for years. The results to the living at the end of the term may not have been as large as they were led to expect, but the thousands of deaths claims paid to the widows of men who were induced to insure because of the deferred dividend feature ought not to be ignored in placing a value upon it.

As far back as 1863, Elizur Wright wrote:

"If we gauge the suffering of one manly heart, for the single hour while the films of death are curtaining its loved ones out of sight unprovided for, and remember how many such agonies life insurance has prevented, putting hopeful and happy farewells in their stead, after prolonging life perhaps by lightening care, we shall be ready to justify the companies in any necessary expense, and see no reason to think the longest liver will not have made a good investment, when such blessings to his fellowmen are to be taken into his interest account."

It has been said had there been a direct provision in the statutes of the leading states forbidding the issue of long deferred dividend policies, many of the present evils would have been averted, but the writer might have truthfully added, if he had been so disposed, that much of the good flowing from life insurance in this country during the last thirty years would also have been obliterated with the evil.

You can judge from the following remarks addressed by the president of one of the large companies at a convention of agents last January, that his company does not issue long deferred dividend policies, and yet note the indirect tribute he pays to that plan of insurance. In speaking of the development of life insurance in this country during the past twenty-five years, he said:

"And what is the secret of this gigantic business? It is American brains—push—energy—drive—snap—everything, in fine, that goes to make up what we call the American way of doing things.

"Is the like of it seen in any other country on the globe? No, it is indigenous to the United States.

"As a consequence of this great development criticism has been made as to the pressure under which it has been prosecuted and the expense which that pressure has involved, but much can be forgiven of a business that paid in claims less than \$30,000,000 twenty-five years ago and that distributed last year \$160,000,000—a business that has waked the nation up to the virtue and the value of family protection and of old-age provision, so that nine billions stand as a tribute to its popularity. Admiration and wonder must be still further evoked when we consider that the accumulations of the companies, for the benefit of their policyholders, have grown from four hundred millions then to two and a quarter billions now.

"And all this vast sum—this more than two billions of dollars—where is it? It has gone into the development of this marvelous country—into its railroads, steamships, telegraphs, telephones, trolleys, mills, factories and furnaces. It has helped erect the great buildings and create the great cities of the greatest country in the world."

A statement is attributed to one of our state insurance commissioners to the effect that "If the public only knew and realized that out of every fifteen life insurance policies written only one is terminated by death or maturity, and that the average duration of life insurance policies is only seven years, very few deferred dividend contracts would be written."

Assuming that the statements of fact are correct in the above quotation, the argument is equally strong against all life insurance policies running over seven years, as it is against twenty-year deferred dividend contracts and the insertion of the words "very few life insurance policies extending over seven years would be written" in substitution of "very few deferred dividend contracts would be written" makes this quite clear.

But are the statements of fact correct? What does the average duration of life insurance policies mean. And after the meaning is clearly established where is the material available to determine the average duration, and if one should succeed in solving the problem, how does he know that the average result applies to deferred dividend contracts.

It is not my purpose to defend the system of deferred dividends, but rather to call attention to the crude, illogical, exaggerated and often misleading arguments advanced by public men in their attacks against it.

It has also been charged that the cost of securing new business with many companies is so great as to constitute an impost upon the funds belonging to old policyholders.

While not undertaking in any manner to defend the payment of excessive commissions I desire to comment on the charge as above stated. At a meeting of the Actuarial Society in October, 1898, I made the following remarks on this subject:

"There is one item in Mr. Whiting's paper that I would like to speak upon—one thought in my mind concerning the view expressed by him. This view is not new, for it has been expressed in one form or another at different times by others. It is * * * * the old members have built up the company at considerable cost to themselves and own it. It is unjust that new members should be allowed to participate in the benefits of an established plant. They should, at least, pay their own cost of entrance. I have been wondering whether that is really true in any well-regulated company. That is, whether the old members are really assessed for the expense of the new members. I apprehend that if the accounts were kept of each class, considering the policyholders entering in any particular year as a class, as Mr. Whiting himself subsequently states in his paper, it will be found that the old members do not pay anything toward the expenses of the new members. We will assume that on the policies issued in a given year the terminal reserve amounts to a million dollars, and the actual fund on hand to meet that reserve is zero. There is a deficit on account of the policies issued in that year of one million dollars. The executive officers, as trustees of the general funds of the company, borrow, if you please, from that part of the general surplus which, for prudential reasons, is always retained, an amount sufficient to make up the deficit on account of the technical reserve on persisting policies issued in that year. At the end of the second year it is found that the reserve on persisting policies amounts to \$1,750,000 with a fund accumulated of \$1,200,000. So that the deficit has decreased from a million dollars to \$550,000 and at the end of the third year the deficit is entirely wiped out and a surplus accumulated. When this point has been reached this class has paid every dollar of expense that was ever charged against it, and no old policyholder has contributed one cent. Surely a temporary loan which is repaid cannot be construed as a contribution toward the expense of new members. In principle this process has been going on indefinitely. The new policyholders of last year are generally still in debt and the new policyholders of ten years ago probably did not show a clean balance sheet before the end of the third year and as the general surplus funds of the company were temporarily applied to balance the deficit on account of their policies, they cannot complain of the application of the same rule to others.

"This unapportioned surplus serves as a kind of working capital, supplying for a time the deficiency of the issue of each year. As one class settles up, a new class steps in to take its place, so that with a uniform issue, and assuming the expense, lapse and mortality ratios to remain the same, a company could determine very closely the permanent amount required to meet the deficiencies of the constantly changing classes."

But it is claimed that even admitting the deficiency of a class to be subsequently made good, so long as new members are constantly being taken in there is a standing impost upon the surplus belonging to the old policyholders.

If it is wrong to use the funds of policyholders to meet the expenses of securing new business either in excess of the year's loading on that business or in excess of the loading plus the saving in death losses, then three propositions are presented:

First. To preserve the same liberal forms of contracts as are now generally issued, and reduce agents' commissions to such an extent that the first year's expenses would not exceed the limit indicated above.

Second. To issue all forms of policies with a one year preliminary term clause.

Third. To have a guarantee fund or capital stock sufficiently large to supply the funds for the increased initial expenses of each year's issue until such expenses are fully liquidated.

The first proposition we can dismiss as being not practicable but chimerical.

The second proposition would involve a revolution in life insurance methods and necessitate a restriction in the liberal features of life insurance policies as now generally issued.

If we take a twenty-year endowment premium at age 35 by the American Table of Mortality and $3\frac{1}{2}\%$ interest and load it 25% for expenses, we get a gross annual premium of \$50.15, including \$10.03 loading. If we use the same gross premium for a one year term policy we secure a loading of \$41.50 instead of \$10.03, and as the net one year term premium is \$8.65, the loading for expenses is 480% as against 25% in the other case.

It necessarily follows that if no part of the first year's premium is to be held as a reserve except for the payment of losses during the year, the policy contracts would have to be modified accordingly in the cash, loan, paid-up and extended insurance features.

This one year term proposition has been advocated by some as the only method by which young companies can hope to succeed, but I do not remember that the claim has ever been made for it, that policyholders were to be benefited in any way, and if it cannot be shown to be of benefit to policyholders, the companies should not be forced to adopt it by drastic legislation.

The third proposition of a guarantee capital affords a theoretical solution of the problem, but practical difficulties would be met by mutual companies and nearly all if not all companies having such a capital would find it necessary to increase the same.

But in the general discussion of this subject it is held by many that the capital stock of a life insurance company was originally designed merely as a guarantee fund during the early years of its existence, and should be withdrawn as soon as practicable.

Even as early as 1862, we find the following allusion to the subject in the Massachusetts Insurance Report:

"If we are to be governed by the authority of experts, the testimony taken by the English parliamentary committee of 1853, leaves no room to doubt that the only use of capital is in the incipient stage of a company, during which it may fairly be said to earn something

beyond the ordinary rate of interest. But after the number of policies and the amount of reserve from premiums becomes large enough to remove any probability of loss that will prevent the steady annual increase of the said premium reserve, there is no longer any use for guarantee capital. When this is true the best policy for the policyholders, if at liberty under the charter to pursue it, must be to pay the capital equitably for its past services and dismiss it."

And in the same report we find it stated that only three out of nineteen companies had at that time any need of a guarantee capital.

All those who advocate the retirement of capital stock do so on the ground that it has fulfilled its mission, and that therefore there is no further use for it, but this implies that a company is financially strong enough to part with its capital and that its surplus funds shall be available for the same service that the capital was used for. If the surplus funds are not available for this purpose then it would seem as if there were not only a permanent use for capital stock but also that it was quite essential for the normal increase of business.

It is urged that the panacea for all the troubles in life insurance is to compel the distribution of surplus annually after the second policy year.

A participating premium is one that under certain conditions entitles a person to share in the profits, and if for any reason it does not participate in the profits, it thereupon becomes a non-participating premium, and the number of years it has been paid, whether one or nineteen, makes no difference.

Seeing then that it depends on the future to determine whether a mutual premium participates in the surplus or not, calling it a participating rate at the beginning does not make it such.

No man can tell when taking out a policy whether his premium for the third or tenth or nineteenth year will be paid, and if it is wrong to charge a non-participating rate on a participating basis for nineteen years, it is equally wrong to make the charge for two years, and the logical deduction from this viewpoint is that all companies should be compelled to write nothing but non-participating policies at low premiums, thus permitting every policyholder to get his dividend in advance with the payment of each premium whether it be the first or the last.

The atmosphere of life insurance has been surcharged with rumors of profligate management; of betrayal of trusts of an utter disregard of the rights of policyholders; of an inordinate ambition for personal gain; of pushing for business beyond the limits of propriety, and manifold other evils, all calculated to create a deterring influence on the public mind, and leading up to the charge which is believed by many that life insurance is not as popular now as it was once.

For the purpose of getting some light on this question I sent a letter to all the life insurance companies in the country, of which the following is a copy:

"New York, July 21st, 1905.

"Gentlemen: The annual meeting of the National Life Under-

writers' Association, to be held at Hartford, Conn., in September, will unquestionably be of unusual interest because of the great publicity given to life insurance this year through the newspapers and magazines of every description.

"Many of the newspapers have endeavored to show that a feeling of disquietude prevails among policyholders, and that with the public generally a diminution of confidence in the management of life insurance companies has followed.

"I have been invited to address the members of the association, and it has occurred to me that if the figures could be presented to them and through them to the public, showing the aggregate loss or gain of business written the first seven months of this year, compared with that written during the corresponding period in 1904, it would clarify the insurance atmosphere somewhat and modify the ideas of those who think the system has reached the zenith of its power.

"With this object in view, may I ask if your company would be willing to give me the loss or gain in business written from January 1st to July 31st, 1905, as compared with the same period in 1904. I make the period seven instead of eight months, because of the fear that all the figures for eight months might not be available in time for use.

"The figures will be held *strictly confidential* and the aggregate results only for all companies will be used.

"Any use I may make of the aggregate figures will of course depend upon the results they show."

It gives me pleasure to say that the companies generally took an interest in the subject and fifty-six of them gave the information requested, including all the New York State companies of any magnitude.

A tabulation of the reports shows a total net increased writing of \$58,000,000 during the first seven months of 1905, over the corresponding period of 1904. This is something more than an average increase of \$1,000,000 per company, and certainly does not justify the charge that life insurance is losing ground in popular favor.

We are indebted to the faithful services of the field force as represented at this convention for the results secured during the first seven months of this year. The life insurance agent has not walked our streets with forebodings of evil. He has remained at his post of duty with unshaken faith, representing the companies on the one hand and the public on the other. He has stood as the bulwark against false reports and rumors of extensive wrong doing in high places, and he comes to this meeting with the laurel of victory upon his brow—a victory not easily won—but nevertheless a decided victory, and it gives me very great pleasure to bring you the proof that life insurance is as popular today as it was last year or ever in the past. [Applause.]

The Toastmaster—Through the courtesy of the next regular speaker, the Chair is permitted to make an innovation.

Members of the Association, I congratulate you upon your new president. [Applause.] He richly deserves your honor. He merits the highest recognition you can give him, not only because of his past services but by his loyalty to our cause and his greatness and accomplishments as a man. Ladies and gentlemen, it gives me great pleasure to present to you Mr. Charles W. Scovel of Pittsburg, manager of the Provident Savings Life Assurance Society of New York, as the president of the National Association of Life Underwriters. [Great applause.]

Mr. Scovel—Mr. Toastmaster, Ladies and Gentlemen: I have at times heard other words to that tune. (Referring to the tune which



was played by the band when Mr. Scovel rose, "For He's a Jolly Good Fellow.") They were, "We Won't Go Home Until Morning." I promise you that it will not be any words of mine that will keep you here until morning.

The position of the new president at this particular moment has always in past years been somewhat of a puzzle to me. He is of course not expected to make a speech. He may occupy, as in my own case, the end seat in the minstrel show and yet he gets very little of the "fat" usually falling to the end man. His name is not known in time for the printer—and being entirely ignored upon the circus bill, he evidently can be nothing but a

side show. He has already been introduced and installed, and has already made his pledges, in the regular course of the convention during the day. What is he trotted out at the dinner for? I have sometimes thought that possibly this second opportunity, this opportunity to reaffirm his pledge of service to the association, was in the nature of the duplicate marriage system which prevails in France; where the civil ceremony has already been performed, and where later, in the presence of the clergy and society, one is again enabled to pledge his vows. I take it in that sense tonight and I say to the association gladly and with all my heart: "I take thee to be my wedded wife, to love, cherish and protect." [Applause.]

And that may be no joke either. [Applause.] A friend came from my home who was there yesterday, and told me that rumor had reached the house that something of this kind was being talked about at Hartford on Tuesday. Mrs. Scovel said to him, "Tell Charlie that if he accepts that position, if it is offered to him, I know I have lost him for a year. Tell him if he comes home president, he needn't come home at all." So the association may be all the wife I will have.

I notice only one other speaker so far whose name has not appeared on the programme, and his gracious part was to say grace before meat. I will take for the few words I have to say, the equally gracious task

of giving thanks after meat. At the close of the convention, and of the dinner and programme that we have been enjoying this evening, I verily do wish to give thanks. I wish to give thanks to the outgoing administration, to President Dolph, and I would like to cry right now: "What's the matter with Dolph?" (All joining the shout) "He's all right!" "Who's all right?" "Dolph!" We have all found that out about him, and about Chairman Plummer of the executive committee, and all of those who have labored to make this the most successful year the association has ever had, and to bring about the largest and most successful convention that the association has ever held. Their example, their work has given us momentum, and gives inspiration to the incoming administration.

I also want to give thanks to those who have provided for us the literary menu of the evening; to the speakers, who have given us such solid food for thought, and enlivened it with the wine of their wit. It is pleasant to notice that on this literary menu there has been conspicuous by its absence what we have seen in most current literature recently—the roast.

I also want to thank the guests for their attendance here tonight; the ladies in particular, who form the decorative climax to this beautiful interior, and have furnished such inspiration to all the speakers. And in this connection particularly, as president of the association, and in its name, I would express appreciation of the faithful attendance and participation in our proceedings of the New England Women's Life Underwriters' Association.

And then a word of thanks to this city of Hartford: to the association of Hartford, that has done so much to make this a memorable convention in every way. To the beauties of the city, from the new capitol with its beautiful tower, to this old hall with its traditions of years gone by. And also to the citizens of Hartford, particularly the gentlemen who gave us not only their machines but their personal guidance on the delightful automobile ride that unfolded the city to our eyes.

Last, but not least, I wish to thank the Hartford weather man. I want to thank him for those two rainy days, those days when the skies were lowering, and our clothes were sticking, and everything seemed gloomy and dark, and for this glorious day which has burst forth smiling upon our vision, and made us all feel doubly bright and cheerful. I know that this will be the case with the cloudy atmosphere now existing in the insurance world; that this last bright day in Hartford is but a presage of the glorious sunrise that is sure to come for us all. And I can only hope that this year's administration of the National Association will, like this convention, come to its end under the glowing sun of success. [Applause.]

The Toastmaster—We have with us tonight another gentleman of the grand old commonwealth of Massachusetts, a state whose pride is in Plymouth Rock, Faneuil Hall, and Bunker Hill. The "good-night" will be said by a distinguished member of the bar of Springfield, Massachusetts, a gentleman of whom his native city is proud.

It is with pleasure I present to you, Hon. Charles W. Bosworth.
[Applause.]

Hon. Mr. Bosworth—Mr. Toastmaster, Ladies and Gentlemen: The good-night word should be of peace and rest and hope; of comfort for the day, and promise of a better morrow. We cannot understand the time aright unless we know the spurs and motives which incite the actions.



The evil and the good we see are only relative. Perfection since Adam's garden sits in weary waiting far down the horizon and beyond our earthly vision. Macaulay has said of the Puritans and their keen perceptions of reality, "The difference between the greatest and the meanest of mankind seemed to vanish when compared with the boundless interval which separated the whole race from Him on whom their own eyes were constantly fixed."

In the excitement which is sweeping through the insurance world, fanned by rumors, by investigations and disclosures, we must not lose sight of the precise question which is at issue. It is not "Is the insuring of the money earning power for the benefit of wife and children a useful and expedient expenditure?" It is rather "Is that expenditure reduced to a minimum by prudence and foresight and integrity?" In the march of civilization the laws lend their aid to the bereaved and the helpless. The song of the Homeric bard lights the dark pages of pagan history with stories of knightly honor and chivalry and love. And yet when the father, slain by his victor, fell to the earth in his armor biting the dust, his child then was an outcast, his wife was a slave. Andromache mourns the fate of her boy as she weeps with her maids in the palace:

" . . . hard and evil yet will be
His lot hereafter; others will remove
His landmarks and will make his fields their own.
Unfed he goes where sit his father's friends."

In part to secure a certainty in the vesting of legal ownership, and in part to secure the happiness and protection of those who were the inspiration to an acquisition of property and power, the statutes of inheritance and distribution have been enacted in every Christian land. And now through the energy and wisdom of private enterprise, a marvelous development has been made, insuring the continuance of an earning capacity, when death in the twinkling of an eye shall call the worker from his own.

I count it one of the blessings of life insurance that it has thus far escaped the legislative rapacity for inheritance taxation. Our ancestors, the robber barons, stole the dead man's goods. I sometimes

think we are reverting to the type. I come from Massachusetts. If I die today with securities on deposit in New York, sufficient in amount, New York State has decreed that I must pay a tax. If the securities are Connecticut corporation stocks, sufficient in amount, Connecticut laws require that I must here be taxed. The Massachusetts solons are not quite ready, but they are looking on with hungry eyes. If we and other Christians are at war, the government of these United States must add its little tax. Perhaps it may be insignificant, for the department has kindly ruled that where other taxes intervene, this tax shall only be assessed on what is left.

Many men of great ability are deficient in the capacity to accumulate. Their future would indeed be dark if life insurance were not made so easy. With most it has come to be a necessity. It is idle to discuss its usefulness or its expediency. It has been weighed with other necessities in the balance and it has not been found wanting.

That wise and far-seeing men have reared these mighty institutions of insurance, their strength, their influence and their service to society abundantly attest. To the memory of some it may be fulsome but to the memory of others it is a devotion which we owe, to compare their undying influence with the immortality of the Athenian dead. The eloquent Greek standing by the marble tomb has pictured their deathless glory with a touch of reverent emotion. "These," he said, "have become immortal like the gods. We do not behold the gods in a body, but we know by the honors they receive, and the blessings they bestow, that they are immortal." I am not saying that these men or the Athenian dead were free from any stain or taint or blame. I assume that selfish and worldly considerations in part were directing forces of their energy. But society is the joyful reaper of a harvest in the fields which they have sown.

We are narrow in our appreciation of the pressing evils of the hour if we think they are confined to the financial operations of large companies and societies. It is a time of eager seeking after wealth. It is a time of unprecedented change in the management of business enterprise. If I understand this change aright it is a step in the advancement of the common good. Under peculiar conditions shrewd men have found the opportunity to acquire enormous fortunes, some honestly and some dishonestly. Six thousand years ago the law of Moses said, "Thou shalt not steal." Four thousand years passed by. The Master said, "Let him that stole, steal no more," implying they were stealing still. It is a part of selfishness which in some form or guise taints the whole business world. Wherever it appears it must be attacked and driven to its hiding. The laws can do something but they can do little. The world's hope is the ennobling and upbuilding of the character. We must discriminate in our condemnation.

Many of the transactions which men, infused with the spirit of the demagogue, have attempted to twist and turn into alleged violation of trust have been in reality as fair and expedient and necessary as any of the matters of business which are brought to the attention of the financial board. There is nothing necessarily dishonest about a

syndicate. It is a necessary instrument of the times. There is nothing wicked in the placing of a financier upon a board of directors. The board would be landlubbers at sea without him.

The insurance agent is clothed with the power which carries with it its attendant obligation and its sacred duty. He is alike the policyholder's and the company's representative. This power is his to wield for the evil or for the good.

The hope of the world is in personal character. In a republic like our own, our individual separate pulsebeats are the forces whose resultant is the throb of the great nation's heart. It is to the up-building of character that we must direct our thought. The soul in humility must stand in the ennobling presence of its ideal, if it would efface the stain of selfishness and greed.

"Help Angels! Make assay!

Bow stubborn knees; and heart with strings of steel,
Be soft as sinews of the new-born babe."

Though the business creed is sometimes harsh, unselfishness is found in every walk of life. A face comes before me as I speak of one, whom I knew well, clothed with great trusts. Night after night he sat at his desk, as the watchman paced the rounds and the tall clock's illumined dial marked for the passerby the midnight hour. And I have often thought it was in part a reflection of that holier and diviner care whose tenderness once wet the eyes of David as he touched upon the Hebrew harp, "He that keepeth Israel shall neither slumber nor sleep." [Applause.]

The Toastmaster—The providence of God is shown most beneficently to the world in raising up from time to time and in crowning with length of days men of pre-eminent goodness and wisdom. Men fortunate in opportunities, great in achievements, whose faculties are employed for the uplifting and betterment of their fellowmen. Such a man we remember whose intercourse with men was graced by an engaging charm, a simplicity, a purity of sentiment, a moral loftiness and an undaunted courage that armed him with a power none could resist. It is fitting, and I ask that you all rise with glass in hand and drink with me to the memory of that honored citizen of Hartford—the late Col. Jacob L. Greene.

The toast having been honored, the Toastmaster continued:

Now, gentlemen, in behalf of the National Association of Life Underwriters, I desire to thank the ladies and you for your presence on this occasion. I especially want to thank the gentlemen of the local committee, who have shown such interest and concern in our welfare and happiness upon this occasion, and who have provided for us such an interesting time. And to you, our honored guests, who have cheered us with your presence, and by your words of eloquence and wisdom have contributed so much to the interest and pleasure of this occasion.

And now, gentlemen, bidding you all, and the ladies, too, an affectionate good-night, I declare this meeting adjourned.

CONSTITUTION AND BY-LAWS
OF THE
National Association of Life Underwriters.

ADOPTED JUNE 18, 1890.

REVISED ON FOLLOWING DATES: SEPT. 22, 1892, SEPT. 8, 1893, SEPT.

16, 1897, JULY 14, 1899, SEPT. 12, 1901, OCT. 15, 1902,

OCT. 15, 1903, OCT. 13, 1904.

CONSTITUTION.

ARTICLE I.—NAME.

This organization shall be called the National Association of Life Underwriters.

ARTICLE II.—OBJECT.

The object of this association shall be to advance the best interest of the cause of true life insurance throughout the country.

ARTICLE III.—MEETINGS.

The association shall meet annually, each local association being entitled to five delegates and one additional delegate for every ten active members in excess of twenty-five.

In case of vacancies in any delegation, such vacancies may be filled by substitution, provided at least one delegate is present who is a member of the association which he represents and in which such vacancies occur, and such member or members shall have power to fill vacancies in such delegations.

The presence of delegates from one-half of the associations composing the National Association shall constitute a quorum for the transaction of any business at any meeting.

ARTICLE IV.—OFFICERS.

The officers of this association shall consist of a president, three vice-presidents, secretary and treasurer, and there shall also be an executive committee, consisting of one member from each local association in good standing. Each officer shall be elected by ballot, to hold office for one year, or until his successor is elected. At the next election to fill the vacancies in the executive committee (the National Association now

consisting of ~~thirty-four~~ local associations) twenty-four members shall be elected, six members for a term of one year, six members for a term of two years, twelve members for a term of three years. Each year thereafter successors shall be elected to fill vacancies to be determined as follows: One-third of the total membership, representing all the associations comprising the National Association, for three years; one-third, less the number already members, whose term of office expires two years thereafter, for a term of two years; one-third, less the number already members, whose term of office expires one year thereafter, for one year. A remainder of one over even thirds shall be elected for three years; a remainder of two shall be elected one each for three and two years respectively. The president, vice-president, secretary and treasurer and ex-presidents shall be members ex-officio of the executive committee with the right to vote. The secretary of the association shall be secretary of the executive committee.

No person shall be eligible to office except an active member of the association to which he belongs, and which is represented at the annual meeting, and except, also, that he be an agent, manager of agencies, or superintendent of agents of a regular legal reserve, level premium company.

Any officer of the association or member of the executive committee shall be disqualified for his position if he ceases to be a member in good standing of the local association of which he was a member at the time of his election, or in case his local association shall cease to be a member of the National Association.

Any new association joining during the year shall be entitled to representation on the executive committee until the next annual meeting.

ARTICLE V.—DUTIES.

The duties of the president, vice-presidents, secretary, and treasurer shall be the same as are usual in similar organizations.

The executive committee shall first consider all business presented and shall report upon same, and, unless by a vote of the association, all propositions, resolutions, and other business relating to future action of the association shall be first referred to the executive committee without debate.

ARTICLE VI.—TIME AND PLACE OF MEETING.

At every annual meeting the time and place of the next succeeding annual meeting shall be decided by ballot.

ARTICLE VII.—SPECIAL MEETINGS.

The executive committee shall have power to call a special meeting of the association whenever in its judgment it may be deemed necessary.

ARTICLE VIII.—EXECUTIVE COMMITTEE.

The executive committee is charged with the duty of preparing the business and arranging for the sessions of the annual meetings, and said committee shall meet at least four months before the regular annual convention. The presence of not less than five members of the committee shall constitute a quorum for the transaction of business at any meeting.

ARTICLE IX.—MEMBERSHIP.

Any life insurance or life underwriters' association now organized, and composed of representatives of regular life insurance companies, shall be entitled to membership, but any such association hereafter organized, shall submit copies of its constitution and by-laws to the executive committee, and, if approved by said committee, it shall be admitted to membership upon application and payment of annual dues, and subscribing to the constitution and by-laws of this association.

Any life underwriters' association now organized or hereafter organized, whose membership is composed of women who are representatives of regular legal reserve life insurance companies, shall be entitled to auxiliary membership with all the privileges of the association, except the right to vote and hold office; but such association shall first submit copies of its constitution and by-laws to the executive committee; and if approved by said committee, it shall be admitted to such membership upon application and subscribing to the constitution and by-laws of this association.

ARTICLE X.—HONORARY MEMBERSHIP OF C. M. RANSOM.

The constitution was amended June 18, 1890, so as to permit the election of Chauncey M. Ransom to honorary membership.

BY-LAWS.

ARTICLE I.—VACANCIES.

In the case of a vacancy in the office of president, the vice-presidents, in the order elected, shall act as president, to serve until the succeeding annual election. Other vacancies may be filled by the executive committee.

ARTICLE II.—DUES.

Each local association shall pay into the treasury of this association as yearly dues, in advance, the sum of ten dollars, and one dollar additional for each active member belonging to said association on June 1st of each year in excess of ten. Such payments shall be made on or before the 18th day of June of each year, or within thirty days thereafter, and failure to pay such dues within the time named shall work a forfeiture of membership. Provided that any local association

joining the National Association within the fiscal year shall pay the proportionate part of the specified dues for that year. And the treasurer is hereby authorized to adjust all pending accounts with the association on this basis.

The president, secretary, treasurer and chairman of the executive committee are authorized for good and sufficient cause to remit the annual dues of any local association.

ARTICLE III.—EXPENDITURES.

Funds paid to the treasurer shall be used only for necessary expenses, duly authorized by vote of the executive committee.

ARTICLE IV.—DELEGATES AND CREDENTIALS.

Delegates to this association shall be selected from the active members of each association, and be either agents, manager of agencies, or superintendent of agents of a regular legal reserve, level premium company, and be accredited by credentials signed by the president and secretary of their respective associations upon the official form of this association.

The ex-presidents of the National Association shall be delegates-at-large at all annual conventions, with the privilege of the floor; and shall also have the right to vote with the delegates of their respective associations, provided such associations are members of the national body.

ARTICLE V.—VOTING.

All questions, when demanded by the delegates present from at least two associations, shall be decided by roll call of the yeas and nays, and each association shall vote as a unit and be entitled to one vote only.

ARTICLE VI.—ORDER OF BUSINESS.

1. Called to order by president. (Prayer.)
2. Roll call.
3. President's address.
4. Reading minutes of previous meeting.
5. Report and recommendations of executive committee.
6. Treasurer's report.
7. New business.
8. Election and installation of officers.
9. Unfinished business.
10. Selection of time and place for next annual meeting.

ARTICLE VII.—AMENDMENTS.

This constitution and by-laws shall not be amended except at an annual meeting, and then only by a two-thirds vote of the associations present and voting.

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